



Board Information Pack

April 2024

1. Who Are We?



Intel Trust is an unendowed Scottish Charitable Incorporated Organisation (SCIO) registered with OSCR.

Originally set up by the Scottish Federation of Housing Associations (SFHA) in 1979, we were originally called Scottish Housing Associations Charitable Trust. We have been supporting Scottish housing sector ever since.

Intel Trust was largely known as a funder in Scottish Housing Sector, managing government funding and helping direct it to the heart of the communities that needed it most. We were active in the social enterprise movement by providing start-ups with both funding and advice. We hosted large fundraising events and helped housing staff to access relevant training in areas such as diversity, equal opportunities, and social isolation. The economic and funding landscape changed drastically between 1979 and 2016 and Intel Trust had to adapt to survive.

Intel Trust went through a full business review and transformation between 2016-2018, becoming a service provider to enable us to continue our charitable activities. We changed our legal status from a Charitable Trust to a SCIO in 2016, to allow our activities to diversify and to modernise the charity.

We are led by a voluntary Board of Trustees, made up of individuals with a variety of experience in the Third Sector, housing sector and private sector. We value diversity on our Board and always welcome new Trustees, at any stage of their careers.

We cover most of our running costs by providing a chargeable charity fund management service. We have successfully provided a full management service, including social value reporting to the Scottish Procurement Alliance (SPA) since 2017, and have expanded our services to provide a social value advisory service to SPA partners and approved companies on their frameworks. Any surplus made through service provision is added to our Small Grant fund.

2. What Do We Stand For?



Our Mission

“WE ARE COMMITTED TO PROVIDING OPPORTUNITIES WHICH ENABLE PEOPLE LIVING IN SOCIAL HOUSING TO LIVE HAPPIER, MORE FULFILLED LIVES”

Our Values

PARTICIPATION we participate in and contribute to housing sector

EMPOWERMENT We support and provide funding to projects empowering communities

INCLUSIVITY We promote and model inclusivity

ACCOUNTABILITY We hold ourselves accountable for everything we do

Many people in social housing face inequality in many forms. We recognise the vital role of housing providers in supporting their communities, enabling, and empowering them to participate fully in community life.

We believe that small scale community projects run by local people have the power to make huge differences to individuals and groups. We provide small grants to assist these community projects and run our own projects supporting social housing communities with issues affecting them.

3. The Role of the Board Member at Lintel Trust

Board members of Lintel Trust are non-executive Directors, and act as its charity Trustees.

Lintel Trust is a member of the LHC (London Housing Consortium) Procurement Group of companies, having been 'adopted' by Scottish Procurement Alliance (SPA) in 2021. LHCPG is the parent company of the Scottish Procurement Alliance (SPA). The Chief Executive of LHCPG is automatically a member of Lintel Trust and the Director of SPA is a Trustee in addition to our recruited Trustees.

The formal/corporate governance role

- Preparing for and attending regular Board meetings
- Monitoring financial position, progress, results and approving budgets, management accounts and end of year accounts.
- Agreeing and signing key contracts/documents as per the scheme of delegation
- Dealing with various approvals outside of the delegated authority of executive team
- Participating in various Board working groups where relevant
- Assisting with operational matters where impartial/Board input or specialist skills and experience are necessary or helpful
- Using any specific knowledge or experience they have to help the Board reach sound decisions.
- Scrutinising board papers, leading discussions, focussing on key issues, and
- Providing advice and guidance requested by the Board on new initiatives, or other issues relevant to the area of the company's work in which the Board member has special expertise.

The strategic role

- Involvement in strategy development
- Participating in strategy working groups
- Monitoring achievement of long-term goals
- Influencing long term direction
- Proposing new initiatives
- Approving long term strategy

The representative role

- Representing the Board at key LHC internal events.
- Attending relevant third-party sector and specialist conferences on behalf of Lintel Trust
- Acting as an ambassador for Lintel Trust and making beneficial connections where possible

4. Recruitment of Board Members

Recruitment to the Board follows an open advertising approach, often supplemented by direct approaches to potential suitable candidates who are then invited to take part in the same interview/recruitment process.

The aim is to provide the Board with a balance of appropriate skills, experience and gender and ethnicity characteristics. Some of these skills will directly relate to the organisation's day-to-day activities. Others will relate to the Board role and will include relevant professional and organisational experience which, allied with sympathy and understanding of Lintel Trust ethos, can provide very helpful support and input to Board discussions.

Wherever possible, the Board seeks to find members representative of the communities we serve and will always reimburse reasonable costs such as travel expenses.

Candidates for Board membership will complete a Board application form and meet the Chairperson of the Board supported by the appropriate Senior Officer.

Prior to joining the Board, candidates will be asked to sign a document confirming that they have not been involved in bankruptcy proceedings and confirming that they have disclosed any potential conflicts of interest that might exist due to their other employment or voluntary involvements.

Induction

Newly appointed Board members will be provided with a half-day induction with Lintel Trust staff. Though not exhaustive, this will cover, organisation's history, ethos, and operation, with a full explanation of the part that the Board plays in its governance and direction. This will also include a review of significant current and future issues as well as policies applicable to the Board. Should newly recruited Board members wish, an opportunity is also on offer to visit some of the activities of the charity.

Board Membership

Normally there will be 5 to 10 trustees to ensure that there is an appropriate balance of experience on the Board and that there are enough Board members to fulfil all the various Board involvements and to ensure that there is a quorum for all Board meetings.

Board members will normally serve at least one 3-year term, with the option of going on to stand for re-election for a further 3-year term at the relevant AGM. This can be replicated once more – however, the maximum term of office for a Board Member is 9 years.

On an exceptional basis, where the loss of longer serving members might undermine the Board's effectiveness, a retiring Board member could be asked to stay for an

additional year as a co-opted member, allowing more time for any imbalance in the numbers and experience of the continuing Board to be redressed.

Board Meetings

There are usually 4 Board meetings a year, held on weekdays agreed a year in advance. Two meetings are held in person during the working day (normally February and August). Two of these meetings are held on Microsoft Teams after working hours. The option to join an in-person meeting as an online participant will be accommodated where possible. One of these meetings, typically the August meeting, will also be the organisation's AGM. Digital access to a comprehensive set of Board papers is available to Board members a week in advance of each meeting. There will normally be an additional Strategy meeting held in December or January.

Board sub-committees and working groups

There are currently no Board sub committees, however from time-to-time special working groups will be formed to look at and address specific issues e.g., Governance Working Group, event planning, fundraising

Time Commitment

To properly fulfil the requirements of the Lintel Trust Board member role it is expected that Board members will make a reasonable commitment of time.

Typically, this will entail:

- Preparation for meetings – including reading Board papers and reports(11-2hrs)
- attendance at Board meetings and AGM – which are held quarterly (held alternatively on a weekday morning from 10am to 12pm, and a weekday evening 5.30-7.30pm remotely)
- support at a fundraising event where possible
- attendance at annual strategy planning days
- attending relevant training and development sessions
- participating in various working groups of the Board if appropriate.

Of these it is the attendance at Board meetings that are considered the critical core element of the commitment of a Board member.

Equally it is understood that a Board member's personal circumstances could make regular attendance at meetings difficult for a period. As with employees of the Lintel Trust, the Board will normally take a reasonable view of such temporary absences.

Board Member performance

The Chair of the Lintel Board is available to Board members at any time to discuss their role on the Board. Board members will take part in an annual skills audit, where they are asked to identify development needs.

The Chair and Vice Chair/Business Manager will carry out an Annual Development Review with each Board member outside of the main Board meetings to maintain a dialogue between Lintel Trust and its Board members. The purpose of this is to better ensure that both parties' benefit from the relationship.

Board members are expected to carry out their role in a manner that respects the boundaries of non-executive involvement.

Normally, the Chair will initiate a discussion with an individual Board member if it was felt they were not meeting the requirements of Board membership in some way. This might include any situations where it was felt that a Board member had acted outside of the boundaries of their responsibilities or if some form of conflict of interest were to arise.

Normally, it would be expected that a Board member uncertain whether an action was within their Board remit, or whether a potential conflict of interest might exist, would raise this in advance of a Board meeting with the Chair for clarification.

Conflict of Interest

Occasionally, unavoidable conflict of interest issues may arise. However, these can normally be dealt with through early notification to the Chair and other Board members. Lintel Trust has a Register of Interests which is updated at every meeting.

In instances of a conflict-of-interest materialising, it is the Board member's responsibility to declare this and thereafter, not take part in related decision making.

Poor or irregular attendance at Board meetings, or not meeting the necessary underlying commitment to the organisation's ethos, policies and procedures could ultimately lead to the Chair asking a Board member to stand down.

If a Board member misses more than 3 meetings this would trigger a meeting between the Chair and Board member in the first instance. The Chair would then recommend an appropriate course of action. It is recognised that there may be exceptional circumstances such as ill health, whereby the Board Member may take a leave of absence during this period rather than stand down.