



Candidate Brief

Board Members

Prepared March 2026 by
Hilary Channing Associates
www.hilarychanningassociates.co.uk



Welcome

Thank you for your interest in these Board Member appointments.

Our staff and Board colleagues share a deep passion for the impact Arc has in our community. Whilst we are a relatively small organisation, we are dynamic, ambitious and proud of our strong reputation as a trusted provider of accommodation and support for people experiencing homelessness.

Arc is a charitable not-for-profit organisation delivering supported accommodation and services to single homeless people across Somerset. With 170 bed spaces across 16 locations in Taunton and Bridgwater, alongside a range of tailored support services, we provide a vital lifeline, offering people not just a place to stay, but hope, stability and a pathway to achieving their full potential.

This is a particularly exciting time to join us as we celebrate our 50th anniversary during this year. We are also looking firmly to the future and as part of this, our application to become a Registered Provider is very advanced. At the same time, we are refreshing our Corporate Strategy ready for an autumn 2026 launch, with a focus on sustainable growth, developing new partnerships and increasing our social impact to support more people experiencing homelessness.

To support this, we are expanding and strengthening our Board by recruiting additional board members with a broad range of skills and perspectives alongside a new Chair. Our current Chair, Karen Ayling will step down in September after completing her full term of service and we are also seeking a successor who can build on this strong foundation and lead Arc into its next chapter.

As one of our new board members, your expertise will be invaluable in helping Arc grow its reach and deepen its impact, while continuing to deliver high-quality homes and support services.

We hope this candidate brief gives you a helpful insight into Arc and the opportunities ahead and supports you in deciding whether this role is right for you.

We look forward to receiving your application.

Karen Ayling – Chair

Paul Richards – Chief Executive

Making Your Application

We welcome applications from all suitably qualified candidates. Please read the guidance below carefully before submitting your application. You will find details about the role and the selection process to assist you in completing your application.

Hilary Channing Associates have been engaged to handle the recruitment process so please ensure your application is emailed to hilary@hilarychanningassociates.co.uk

How to apply

- Submit your CV (ideally no more than three pages) ensuring it is up to date and tailored to the requirements of the board member role.
- Provide a personalised supporting statement (no more than two pages) that demonstrates how you meet the criteria in the person specification and tells us why you are interested in joining Arc.
- Complete the declaration and equalities monitoring form. Both of these will be detached from your application on receipt and can be found here <https://hilarychanningassociates.co.uk/vacancies>
- Submit your application to hilary@hilarychanningassociates.co.uk by the closing date.
- We will acknowledge your application within 24 hours of receipt, so in the event you do not receive this acknowledgement, let us know so that we can check. Proof of emailing is not proof of receipt!
- Mark your email header clearly as Board Member – ARC Application.

Contact for enquiries

Name	Hilary Channing If, having read all the information, you would like an informal chat with Hilary, please email to schedule a call back
Email	hilary@hilarychanningassociates.co.uk
Closing date	17 April 2026

We welcome applications from individuals of all backgrounds who share our belief in the power of supported accommodation in transforming lives. We are also committed to an inclusive recruitment process and are happy to discuss any reasonable adjustments required.

Please take time to review our Privacy Statement on our website before making your application. This will tell you how we hold and use your information.

We look forward to receiving your application.

Timescales and Process

The following outlines the key stages and timelines for these appointments.

Closing date for applications	Friday 17 April 2026 at 9am
First Interview online with Hilary Channing Associates	Thursday 7 and Friday 8 May (flexible)
Final Interview in person with Board Appointments Panel (Taunton)	Monday 1 June 2026
Anticipated start date	Observe June 18 Board Meeting Commence September 2026

We are also running a campaign to recruit a new Chair, and it is envisaged that the Chair (designate) will be invited to attend the final selection of new board members.

Please let us know if you are unable to attend on any of the selection dates.

We strive to be as flexible as possible, however, arranging the final interview on an alternative date may be challenging, due to the availability of the board appointments panel members.

Vision, Mission and Values



Our vision is for homeless people to have a safe and supportive environment.



Our mission is to offer supported accommodation where people can be inspired and empowered by their own strengths.



**Our work is guided by the following core values:
Integrity, Dignity, Resilience, Respect, Empathy and Inclusion.**

During 2026

- We are celebrating 50 years of making a real difference in Somerset to those without a home, with a year packed with events, stories and initiatives to mark this milestone. From inspiring stories of clients, volunteers and staff to community events like **Arc in the Park on the 13th of June**, and our **50 Miles for 50 Years challenge**, there will be plenty of ways for everyone to get involved and show their support.
- We are inviting corporate partners to join us by supporting our 50 Corporate Champions for Change campaign.

For further information on our services visit <https://arcinspire.co.uk>

Governance Structure

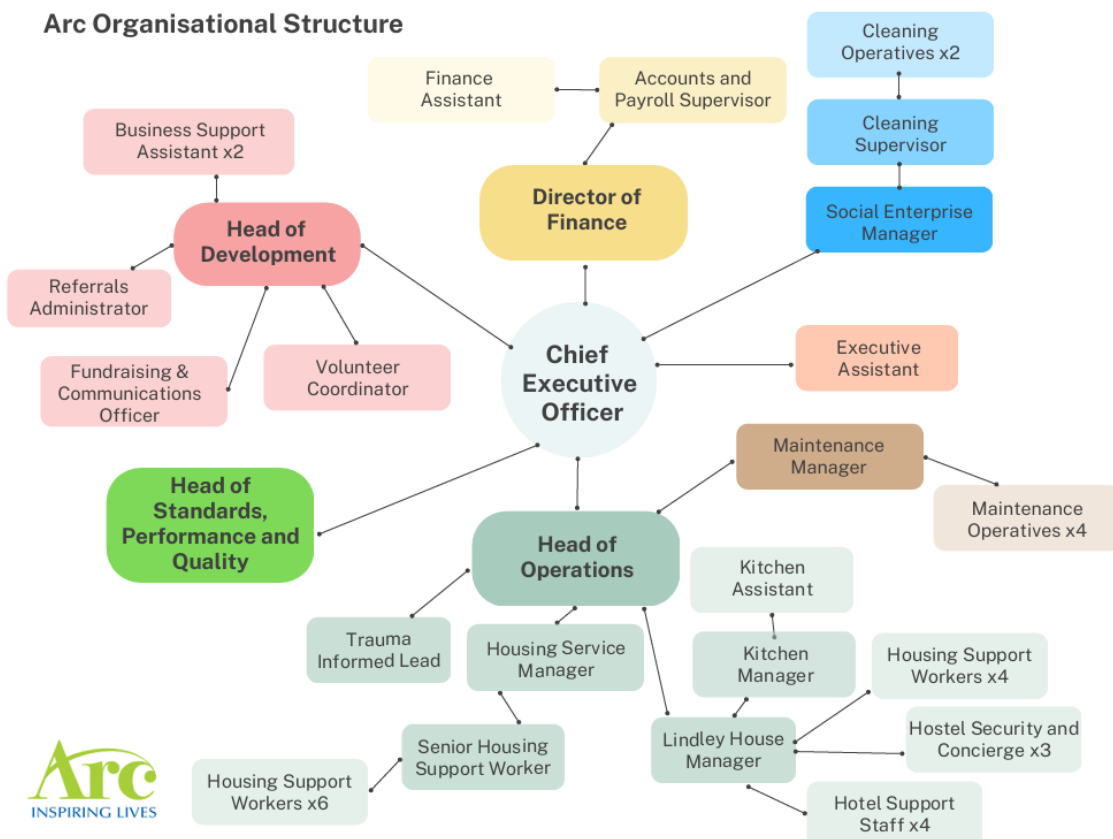
Arc is a Community Benefit Society registered with the Financial Conduct Authority (FCA) under registration number 23680R and has charitable status (excepted charity). It is currently seeking registration as a Registered Provider of social housing with the Regulator of Social Housing (RSH).

The organisation is currently governed by a Board of 8 Members including the Chair (this will be increasing to 10 under the current recruitment) who are responsible for setting the strategic direction and ensuring effective oversight. The Board is supported by:

- **Audit and Risk Committee**
- **People and Culture Committee.**

For bios on our current board members click here [ARC](#)

For bios on our Executive Team click here [ARC](#)



Board Member - Role Profile

Overall purpose

To provide effective and appropriate oversight, governance and leadership of Arc in pursuit of its strategic aims, and to add value to the organisation by contributing experience, expertise and insight.

To scrutinise the performance of the organisation in meeting agreed goals and objectives and monitor the reporting of performance.

To oversee the integrity of financial and other information, and to ensure that financial quality controls and systems of risk management are robust and defensible.

Principal Responsibilities

- To act in the best interests of Arc.
- To uphold and promote the core policies, purpose, values and objectives of the organisation and proactively develop an understanding of its strategic context to facilitate this.
- To uphold principles of good governance such as high ethical standards, accountability, customer first approach, openness, diversity and inclusion, review and renewal, controls and effective structures.
- Contribute to and share responsibility for the Board's decisions.
- Prepare for meetings, training sessions and other events by reading papers and, where necessary seeking clarification in advance.
- Attend Board meetings, Board Away Days and any Committees, induction, training and appraisal, actively participating in meetings and task groups.
- Represent Arc on occasion at external events.
- Take part in setting and reviewing the organisation's strategy, aims and objectives.
- Be accountable to customers for service delivery.
- Uphold and comply with Codes of Conduct, the NHF Code of Governance, Arc's policies and procedures, including standing orders and financial regulations.
- Understand the constitutional and legislative framework of the organisation and act within its powers.

Board Member - Person Specification

Knowledge and Experience

We are looking for experience and skills in at least one of the following areas:

- **Homelessness and Supported Housing:** Experience of homelessness services or supported housing, with a strong client understanding, and/or knowledge of CQC regulated services and trauma informed approaches.
- **Communications/Fundraising/Marketing:** Senior strategic experience in communications, fundraising or marketing, with the ability to support horizon scanning and external messaging.
- **Asset Management & Compliance:** Senior-level experience in property asset management, building safety and compliance, with the ability to provide oversight of asset strategy and assurance that statutory and regulatory requirements are met.
- **Lived experience** of supported housing and/or homelessness, helping to ensure our board reflects and represents the people we serve.

Skills and Abilities

- A demonstrable ability to operate as a board member, with training and support.
- An active interest in supported housing and homelessness and a willingness to become fully acquainted with all aspects of the business.
- Proven ability to work effectively as part of a team that makes collective strategic decisions and an understanding of how to enable others.
- Possess excellent communication and decision-making skills with the willingness and ability to challenge constructively.
- Well-organised, manages time well and able to assimilate and comment on complex information and reports.
- Ability to develop and maintain relationships with the Chair, other board members, Chief Executive and employees of Arc.
- Ability to think strategically and contribute to long-term planning.
- Demonstrates a strong commitment to equality, diversity and inclusion.
- An understanding of the role of the Board and willingness to accept statutory duties, responsibilities and liabilities of Board Membership as a Charity & Registered Provider.

Personal Qualities

- A strong commitment to Arc's mission and improving outcomes for people experiencing homelessness.
- Willingness and capacity to dedicate sufficient time to the role.
- Integrity, independence of thought and balanced judgement.

Core ARC Board Competencies

<p>Vision & leadership</p> <p>Demonstrates strategic vision and perspective; contributes to long term strategic direction, leads, collaborates and resolves conflicts effectively and demonstrates a commitment to improving outcomes for customers</p>
<p>Team working</p> <p>Works effectively and collegiately, builds positive relationships with other board members and the executive team and accepts collective responsibility for board decisions</p>
<p>Analysing and scrutinising</p> <p>Identifies the main issues and factors in reports and debates; evaluates risks, options, and takes a balanced approach to problem solving and forming good judgements</p>
<p>Group decision making</p> <p>Engages in debates constructively, listens to the views of others and is able to make clear, rational judgements</p>
<p>Personal Effectiveness</p> <p>Ensures own performance meets the board role requirement including sufficient time and energy to devote to the board, its committees and wider working. Is open to appraisal, learning and development, takes responsibility for refreshing own knowledge and skills. Shares knowledge with others to build capacity</p>
<p>Integrity</p> <p>Demonstrates integrity, independence of thought, and maintains appropriate confidentiality Demonstrates commitment to the values of accountability, openness and transparency</p>
<p>Equality, Equity, Diversity and Inclusion</p> <p>Demonstrates commitment to promoting equality, equity, diversity and inclusion in decision making</p>

Board Commitment

Serving on the Board of Arc as a board member is a rewarding and impactful opportunity. We want to be transparent about what the role involves so that prospective candidates can make an informed decision about whether to apply.

Time commitment

There are four in person board meetings a year in Taunton, plus a board strategy day, visits to stock and other engagements requiring attendance, from time to time. In addition to preparation time and ad hoc meetings, there are board appraisal and training activities. Additionally, there will be a full induction programme for all new board members

Board members will also be asked to serve on one of the two committees.

Board and Committee Schedule 2026

Board Meetings – all ‘in person’

Thursday 18 June 2026	0900 – 1700	Board/ Stock Visits
Wednesday 16 September 2026	1800 – 2100	Board & AGM
Tuesday 13 October 2026	0900 – 1700	Board Strategy Day
Wednesday 2 December 2026	1800 – 2100	Board Meeting

Committee Meetings – all online

Audit & Risk Committee

Tuesday 14 July 2026	1800 – 2000
Tuesday 10 November 2026	1800 – 2000

People & Culture Committee

Wednesday 8 July 2026	1800 - 2000
Wednesday 4 November 2026	1800 - 2000

Terms of Office

Board appointments are for two terms of three years, with a maximum of six years' service.

Expenses

The role is voluntary but reasonable expenses are reimbursed in line with the Board expenses policy.

Declarations and due diligence

Successful candidates will be required to provide satisfactory references and to complete the following before taking up their appointment:

- Declaration of interests
 - Fit and proper persons check (where applicable)
 - DBS / enhanced disclosure check, if required
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