



Candidate Brief

Board Chair

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



Welcome

Thank you for your interest in this Chair appointment.

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 seeking a successor who can build on this strong foundation and lead Arc into its next chapter.

As our new Chair, 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 this Chair 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 becoming the next Chair of 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 Chair – 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 of 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 timeline for this appointment.

Closing date for applications	Friday 17 April 2026 at 9am
First Interview online with Hilary Channing Associates	Tuesday 28 and Wednesday 29 April 2026 (flexible)
Board ‘Meet and Greet’ online with preferred candidates (30 minutes)	Wednesday 13 May 2026 – morning
Informal meeting with Paul Richards Arc Chief Executive online with preferred candidates (30 minutes)	Wednesday 13 May 2026
Final Interview in person with Board Appointments Panel (Taunton)	Wednesday 20 May 2026
Anticipated start date	Observe June 18 Board Meeting Commence September 2026

The preferred candidate to be appointed as Chair (designate) will be invited to attend the final selection of new board members which is scheduled to take place week commencing 1 June in Taunton.

Please let us know in advance 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 information on our services visit our website <https://arcinspire.co.uk>

Governance Structure

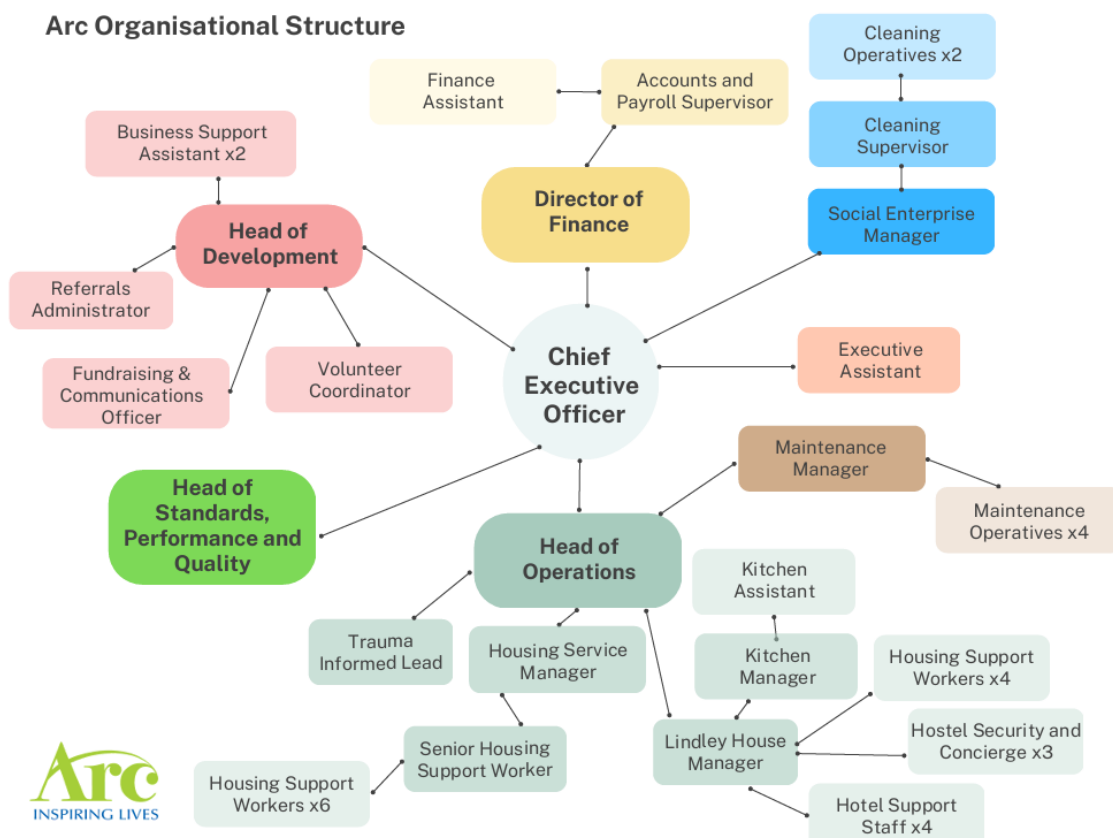
Arc is a Community Benefit Society registered with the Financial Conduct Authority (FCA) under registration number 23680R and has charitable status (excepted charity). It is currently seeking registration as a Registered Provider of social housing with the Regulator of Social Housing (RSH).

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](#)



Chair - Role Profile

Overall purpose

The Chair will provide strategic leadership to the Board, ensuring strong governance, clear strategic direction, and effective oversight of Arc's work. Working closely with the Chief Executive, they will offer support, guidance and constructive challenge, while maintaining the appropriate distinction between governance and operational management.

As an ambassador for Arc, the Chair will champion the organisation's vision and values, strengthening relationships with key stakeholders and supporting partnerships that enhance Arc's impact. They will ensure the Board remains focused on delivering sustainable growth, organisational resilience and positive outcomes for people experiencing homelessness.

Principal Responsibilities

- Act at all times in the best interests of Arc and uphold its vision, values and mission.
- Provide effective leadership to the Board, ensuring it operates efficiently, focuses on strategic priorities and maintains high standards of governance.
- Work in close partnership with the Chief Executive, providing support and constructive challenge while maintaining clear governance boundaries.
- Lead the Board in setting and overseeing the delivery of Arc's strategy, with a focus on sustainability, growth and impact.
- Ensure effective oversight of organisational performance, financial sustainability and risk management.
- Chair Board meetings to ensure inclusive, well-structured discussions that enable all members to contribute and lead to clear decisions.
- Foster a collaborative and inclusive Board culture, encouraging open dialogue, mutual respect and collective accountability.
- Represent Arc externally as an ambassador, supporting the development of strategic relationships with key partners, including Local Authorities and regional stakeholders.
- Support the organisation in strengthening partnerships and influence across Somerset and the wider region.
- Ensure strong governance, accountability and compliance with legal and regulatory responsibilities, ensuring obligations to its regulators are understood and met.
- Oversee Board effectiveness, including succession planning, board development and the appraisal of the Chief Executive.
- Uphold and comply with Codes of Conduct, the NHF Code of Governance, Arc's policies and procedures, including standing orders and financial regulations.

Chair - Person Specification

Knowledge and Experience

- Senior leadership experience, ideally including Board, Chair or Committee Chair experience within the supported housing, homelessness, healthcare or related sectors.
- Understanding of supported housing, homelessness services, social housing or organisations working with vulnerable people.
- Experience of providing strategic leadership and supporting organisations to deliver both social impact and sustainability.
- A strong understanding of governance and the respective roles of the Board and executive leadership.
- Experience of developing effective partnerships and influencing a diverse range of stakeholders.

Skills and Abilities

- Strong relationship-building and ambassadorial skills, with the ability to represent the organisation externally with credibility.
- Ability to shape and communicate a compelling strategic narrative about the organisation's purpose, impact and future growth ambitions.
- Ability to prepare for and chair meetings effectively, facilitating inclusive and focused discussions that enable good decision-making.
- Skilled at facilitating inclusive and effective board discussions, enabling all voices to contribute while maintaining focus on strategic priorities.
- Sound judgement and ability to navigate complex or sensitive situations.

Personal Qualities

- A strong commitment to Arc's mission and improving outcomes for people experiencing homelessness.
- A genuine commitment to delivering high-quality services and positive outcomes for residents.
- A collaborative and inclusive leadership style, able to build trust with board members, executives and external partners.
- Integrity, independence of thought and balanced judgement.
- A clear commitment to equality, diversity and inclusion.
- Willingness and capacity to dedicate sufficient time to the role.

Core ARC Board Competencies

Vision & leadership

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

Team working

Works effectively and collegiately, builds positive relationships with other board members and the executive team and accepts collective responsibility for board decisions

Analysing and scrutinising

Identifies the main issues and factors in reports and debates; evaluates risks and options and takes a balanced approach to problem solving and forming good judgements

Group decision making

Engages in debates constructively, listens to the views of others and is able to make clear, rational judgements

Personal Effectiveness

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

Integrity

Demonstrates integrity, independence of thought, and maintains appropriate confidentiality
Demonstrates commitment to the values of accountability, openness and transparency

Equality, Equity, Diversity and Inclusion

Demonstrates commitment to promoting equality, equity, diversity and inclusion in decision making

Board Commitment

Serving on the Board of Arc as our Chair 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 the Chair’s attendance from time to time. In addition to preparation time, meetings with the Chief executive, Board Members and external stakeholders, (as appropriate), there are board appraisal and training activities. There is also an induction programme for all new board members.

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 15 April 2026	1800 – 2000
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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