Chair of the Board Recruitment

Candidate Pack

June 2013
June 2013

Dear Applicant,

Alliance Homes Group – Chair of the Board Recruitment

Thank you for your interest in this position. Enclosed is the information you will require to assist you in completing your application.

To apply please can you:

- Provide an up-to-date CV which shows your full career history with any breaks explained – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this should be a maximum of around three pages;
- Complete the combined compliance and equal opportunities form;
- Indicate in the compliance form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is completed.

However, it is not mandatory to complete the equal opportunities form. The information requested is purely for equal opportunities monitoring purposes in line with our commitment to equality and diversity, and will not affect the outcome of your application.

Once complete, please send your application, preferably in MS Word format, by email to alliance@campbelltickell.com or by post to:

Campbell Tickell Recruitment
Olympic Office Centre
8 Fulton Road
Wembley
HA9 0NU

Due to postal unreliability we recommend you e-mail your application to us wherever possible to avoid disappointment.
Applications must be received by Wednesday 26 June 2013 at 12 noon.

It is your responsibility to ensure that we have received your application. If you do not receive confirmation of receipt of your application from us within 24 hours of sending, please call 020 3434 0990 to ensure it has arrived. You should also ensure that you use a secure email address from which to send your application, as our system will filter out emails if it believes them to have been sent from unsecured sites that are often used to send spam emails. In order to avoid last-minute IT issues, we also ask that you allow yourself ample time to submit your application in advance of the deadline.

Details of the selection process, including key dates, can be found on page 20.

If you have any questions, please feel free to contact me on 020 8830 6777.

We look forward to hearing from you.

Yours sincerely,

James Tickell
Director
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The following supplementary information can also be downloaded from [www.campbelltickell.com](http://www.campbelltickell.com):

- Corporate Plan 2013
- Financial Statements 2011 – 2012
- Insight Magazine – Spring 2013

Further information on Alliance Homes Group can be found at [www.alliancehomes.org.uk](http://www.alliancehomes.org.uk)
Dear applicant,

Thank you for your interest in Alliance Homes Group and for requesting further details of the post of Group Chair of our Board.

Established in 2006 to manage homes which were transferred from North Somerset Council, Alliance Homes Group is a community-based social enterprise providing a range of services. We are dedicated to providing good quality homes and actively encourage our tenants to get involved. Our vision is to achieve stronger communities, better homes and a smarter business. We employ around 280 staff, own around 6,600 properties and provide housing and housing-related support to 8,000 people. The Group enjoys a strong and stable financial position. Our turnover for the year end March 2012 was more than £28 million, with a surplus of £6.6m.

The Alliance Homes Group structure was established in 2013 to reflect the increasingly diverse range of products and services that we deliver. It will support our aspirations for growth and excellence. The Group consists of:

**Alliance Homes**: responsible for managing the group’s 6,600 homes.

**Alliance Ventures**: delivers high quality repairs, maintenance, asset management and development services to Alliance Homes.

**Alliance Living**: delivers care and support services that directly contribute to creating stronger communities through the promotion of service user independence.

Our Board is friendly, supportive and highly effective. Our culture is open and we expect real commitment from our members. This approach is emphasised by strong appraisal and development programmes for Board members. We are also proud to have a well-established and dynamic Executive team.

Our current Chair is stepping down having overseen a period of real growth since our creation. We are now looking for someone with the experience and leadership skills to build on this achievement and take us forward in a changed and changing environment to the next level.

You may not have served as a Chair but will have senior non-executive experience; which may include chairing committees or conducting appraisals. The successful candidate will be someone with the personal qualities to lead and inspire our staff, work closely with the executive team, develop strong relationships with our stakeholders and represent Alliance Homes Group externally at all levels. If having read this you believe that you have the knowledge, expertise and leadership skills that will help Alliance Homes Group go from strength to strength then I look forward to hearing from you.

Best wishes,

Group Chief Executive
About Alliance Homes Group

We own around 6,500 properties and provide housing and housing-related support to 8,000 people.

We were established in 2006 to manage homes which were transferred from North Somerset Council. Our vision remains to achieve stronger communities, better homes and smarter business.

Since we started we have supported a number of community-based projects such as Drug Proof Your Kids and Forward4Life Courses (free life skills courses). We are also proudly supporting The Information Station, a one-stop skills and advice shop on the Bournville, Weston-super-Mare. Local residents can pop along to The Information Station to get advice on a number of different issues including personal finance, tenancy or employment.

Our main office is based at Martingale Way, Portishead and we also have a non-public office that houses our repairs team and a customer hotline.

Alliance Homes Facts

- Was previously called NSHousing
- Officially formed in February 2006 to receive the transfer of North Somerset Council's housing stock
- Has a turnover of more than £28 million
- Is a not-for-profit independent community-based social enterprise with charitable status
- Ploughs profits back into improving existing homes, and developing and delivering services to residents and neighbourhoods
- Offers an extensive range of housing support
- Has a head office and registered address in Portishead (40 Martingale Way, Portishead, BS20 7AW)
- Is regulated by the Homes and Communities Agency
- Is run by a Board of Management with 12 Board members representing a broad cross-section of local and professional interests
- Has established a Community Fund to give support to organisations or activities that benefit communities within Alliance Homes’ operating area
Our homes

We provide homes from Portishead in the North to Uphill in the South.

Our vision

The Group’s vision is to be the leading social enterprise in the West of England, recognised for creating innovative and sustainable solutions that improve the quality of life of people within its operating area.

Our mission

The Group’s mission is to create hope for people and communities, through developing opportunities, tackling inequalities, and delivering service excellence. We will forge strong partnerships with organisations that share our values and empower customers to shape our services in our commitment to making a positive difference. It can be summarised as creating hope through:

"Stronger Communities, Better Homes, Smarter Business"
Our Values

Our values define who we are and shape the behaviours our customers and partners can always expect from us. They support our commitments to outstanding customer service:

- **Respect** – listening and responding to individual needs, treating people fairly and promoting positive teamwork

- **Integrity** – being reliable, open, honest and transparent; doing what we say we will do; taking responsibility

- **Transformation** – inspiring and empowering individuals and communities; applying innovative solutions

- **Excellence** – aspiring to be the best in all we do; being a partner of choice; delivering outstanding quality and service
Board member profiles

Chris Perry, Chair of our Board
Chris is a retired Chartered Engineer and formerly Head of Planning with Wessex Water. Chris has a first class honours degree and experience in business planning; asset management; regulation; building design, procurement and construction; project management and appraisal; and audit.

For several years, Chris worked as a voluntary Adviser for the Citizens Advice Bureau. He is currently developing the Backwell Village Community Plan. Appointed by HM Treasury, he is a member of the VAT and Duties Tribunals.

John Bird, Vice Chair
John has just moved to Portishead, having lived most of his life in London; although having been born and spent the first six years in Somerset, he counts himself as local.

He started his career in the construction industry, managing new-build and maintenance contracts until moving into social housing, where he has spent the last 20 years. Having now semi-retired from his role as Assistant Director of Housing (Asset Management), he is a consultant advising on sustainability and environmental strategies.

John has chaired the Building Research Housing Group, been on many Government advisory committees including the introduction of Energy Certificates, Decent Homes and Health and Safety in Construction. He was a Housing Advisor for Digital UK on the switch to digital, and has contributed to several publications including the CIH Guide to Best Practice in Repairs and Maintenance.

He has a keen interest in ensuring that Alliance Homes acts in a way that safeguards the future for generations to come, and that we deliver a resident focussed, affordable service.
**William Power**

William Power is a private client and property lawyer practising with Cook & Co in Bristol and Portishead. He has over 30 years experience as a solicitor and 10 years of that period managing on the main partnership board of a large regional law firm. He was previously a governor of the City of Bath College, chairing their finance committee.

William has extensive experience as a lawyer in the South West of England, having started in Plymouth and then moving to Bristol in the early 1980s. He has dealt with large residential and commercial property transactions, including the acquisition of nursing homes, offices and factories as well as land sites for developers and the negotiation and settling of leases.

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**Jenny Field**

Jenny is an Organisation Development Consultant with solid business acumen and a proven track record of working independently for the past 10 years. In addition to professional coaching, Jenny has 20 years experience of working at director-level within the charitable and not-for-profit sector. Prior to setting up in business she worked as Corporate Services Director for Notting Hill Housing Group and HR Director for Look Ahead. She worked on assignment to CR-UK as Executive Director of Organisation Development for two years helping to create the executive team leading a newly-created organisation post-merger.

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**Anne Kemp**

Anne is a Councillor for the Nailsea North and West ward. She is a resident of Nailsea. She was first appointed to North Somerset Council in 2007 and was appointed as a Council nominee to the Board of Alliance Homes in 2008.
Dawn Payne
Dawn is a Councillor for the Weston-super-Mare East ward and is a resident of Weston. She was first appointed to North Somerset Council in 2007 and was appointed as Council nominee to the Board of Alliance Homes in May 2011.

Ann Savory
Ann became interested in Alliance Homes after she had retired. Being a tenant of North Somerset Council since 1979, she was very interested in helping to make Alliance Homes the best in the West.

Ann has spent all of her working life in administration. One of these positions was with Social Services within the Adult Disability Department, which she worked in for 19 years. She found it to be very informative about everyday living.

Ann is currently an active Committee member of the Somerset County Tenants Forum. By becoming a Board Member, Ann believes that she will be able to work with others to make sure Alliance Homes provides the best services.

Andrew Martyn-Johns
Andrew is a qualified Chartered Accountant. He retired in May 2008, having worked for Deloittes for 30 years - 20 years at Partner level - specialising in the provision of Audit and Assurance services. His time with the firm included working as the national lead partner for the firm's audit work in the Education and Social Housing sectors, and as lead partner for the South Wales and West of England public sector group.

Andrew is also a Board Member of the Monmouthshire Housing Association; a co-opted member of the Risk and Finance Committee of Shelter; and a co-opted member of the Audit Committee of the University of the West of England. Until June 2010, Andrew was also a Member of the Accountants Joint Disciplinary Scheme Appeals Tribunal.
**Carol Haines**

Carol has lived in North Somerset since 1991. She is currently employed part-time by The M S Therapy Centre as their Finance Manager and North Somerset People First, which is a voluntary organisation that promotes advocacy for people with learning disabilities.

Through her involvement on the Board, Carol aims to maintain and improve the high standards of Alliance Homes and make sure that tenants’ voices are heard.

Carol has 47 years’ experience of working in finance roles, at all levels, and this provides her with some of the knowledge required to fulfil her role at Alliance Homes.

**Barry Ramplin**

Barry has been a tenant of Alliance Homes since 2007. Barry was extremely grateful for the security and peace of mind that Alliance Homes provided him with during a difficult period of his life.

He has tried to repay this through offering the skills and experience he acquired through a lifetime’s career in business and finance at a senior level to contribute to the work of a number of Alliance Homes’ resident involvement groups.

Since being appointed to the Board, he has sought to apply his knowledge and experience to improve services for tenants across the area.

**Chris Beyfus**

Chris believes that his primary function as a Tenant Board member is to ensure that all present and future tenants’ interests are at the forefront of all Alliance Homes board decisions.

Having had experience of being homeless, quality homes for all is at the top of Chris’ agenda. As a father and grandfather as well as a carer he understands the needs of a cross section of tenants, from young families to senior citizens.

Chris wants to be regarded as an approachable, no-nonsense tenant representative on the Board with an ambition to improve all the tenants' lot within Alliance Homes. Chris' catchphrase is 'power to the tenants!'
Alan Hector

Alan has been in the lighting and energy solutions market for many years, keeping up with the latest innovations and technologies available. He is currently focusing on large retailers, who in these difficult times need energy-saving advice to reduce their energy bills.

Alan is currently living in his second Alliance Homes property as a leaseholder and he has a 17 year-old daughter, who visits him regularly. His spare time is usually taken up playing pétanque during the summer and he enjoys reading, and learning Spanish. Alan is a recent appointment to the Board. He is looking forward to working closely with Alliance Homes to ensure his role as a leaseholder co-optee to the Board is used to its full potential, widening his experience in the housing sector and learning to assist the other members to achieve the goals set out in the Corporate Plan.
## Alliance Homes Group - Chair of the Board - Job Description

### Essential functions of the Board

The responsibilities of the Board include the following:

1. Define and ensure compliance with the values and objectives of the Association;
2. Establish policies and plans to achieve those objectives;
3. Approve each year’s budget and accounts prior to publication;
4. Establish and oversee a framework of delegation and systems of control;
5. Agree policies and make decisions on all matters that might create significant financial or other risk to the Association, or which raise material issues of principle;
6. Monitor the Association’s performance in relation to these plans, budgets, controls and decisions;
7. Appoint (and, if necessary, dismiss) the Chief Executive and be represented in the appointment of key second-tier managers; and
8. Satisfy itself that the Association’s affairs are conducted lawfully and in accordance with regulatory requirements, and generally accepted standards of performance and propriety.

### Essential functions of the Chair

The responsibilities of the Association’s Chair include the following:

9. To ensure the efficient conduct of the business of the Board and of general meetings and, in particular, to ensure that the views of all Board Members are sought before any important decision is taken;
10. To establish a constructive working relationship with, and provide support for, the Chief Executive of the Association;
11. When necessary (for example, following resignation) and in conjunction with other Board Members, to ensure that the Chief Executive is replaced in a timely and orderly fashion;
12. To ensure that the Board delegates sufficient authority to the Chair, and Chief Executive or others to enable the business of the Association to be carried on effectively between meetings of the Board; and also to ensure that the Board monitors the use of these delegated powers;
13. To take decisions delegated in this way to the Chair in consultation with at least one other Board member with the advice of the Chief Executive;
14. To ensure that the Board receives professional advice when it is needed;
15. To lead the appraisal process for the Board (team and individuals), and
ensure that action is taken on its results;
(16)  To review the composition of the Board and its Board Members and to recommend action to remedy any deficiencies;
(17)  In conjunction with the Board Members, to appraise the performance of the Chief Executive, and set the appropriate level of remuneration;
(18)  To ensure that the Association complies with the Code of Governance of the National Housing Federation, and other good practice;
(19)  To represent the Association on appropriate occasions.
## Alliance Homes Group - Chair of the Board – Person Specification

### Experience

(1) Governance, organisational leadership and management in an organisation of a similar scale, preferably within or linked to housing.

(2) A proven ability of operating effectively at high levels within an organisation, and of success in influencing decision making.

(3) A track record of motivating senior teams to deliver a strategic vision.

(4) A background of general management which will include an overview of complex budgets and high standards of probity.

(5) Successful work in political environments where the effective handling of high profile and sensitive issues were achieved.

(6) Chairing boards/committees, working effectively with a wide range of stakeholders, including working with local communities.

### Abilities, Skills and Knowledge

(7) Leadership – ability and vision to lead and represent the association, giving a clear sense of strategic direction, a clear appreciation of the respective roles of the Chair and CE and the need to create and sustain strong partnerships.

(8) Communications – ability to present arguments with knowledge and understanding of the wider strategic context; ability to represent and promote the association and to communicate effectively to ensure aims and objectives are achieved.

(9) Politics and Government – ability to inspire the delivery of results and outcomes in complex political environments and an ability to get things done in an efficient and accountable manner.

(10) Working with stakeholders – an ability to operate effectively at all levels, including working with diverse local communities; an ability to develop positive relationships that generate confidence and respect.

### Personal Style and Behaviour

(11) Shares the vision and commitment of the association to social justice, fighting discrimination, and offering excellent services.

(12) As a leader – a strong leader with credibility and enthusiasm; a decisive and effective decision maker who leads by example.

(13) As an ambassador – open, engaging and enthusing style

(14) Working with stakeholders – a personal and professional credibility that will command confidence at all levels. Ability to assess and interpret a wide
range of stakeholder interests and requirements and balance them effectively.

(15) Working with teams – able to work as a member of a team acting and thinking corporately with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners.

(16) Probity and integrity – committed to the values of accountability, openness, transparency and equality of opportunity including awareness of the impact of diversity and disability issues.

(17) Has the time and energy needed to discharge the responsibilities of the post in an appropriate way.
Additional information

1. **Role title**
   
   Chair of the Board.

2. **Allowance**
   
   £10,000 per annum, plus reimbursement of expenses.

3. **Time Commitment**
   
   There are between 6 and 8 Board Meetings a year. In addition, there are three Board Committees that meet at least four times a year. The Chair would be expected to join two Committees in addition to the Remuneration Committee which meets at least once a year. All Board and Committee meetings are held in the evening.

   Board Members are also expected to attend an annual Board away-day and 4 programmed Board training and development sessions during the year.

   The expected time commitment for the role is 4 – 6 days per month.
## Key dates

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Date</th>
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<tbody>
<tr>
<td>Closing date for completed applications</td>
<td>Wednesday 26 June 2013, at 12 noon</td>
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<tr>
<td>First interviews</td>
<td>Wednesday 3 July 2013</td>
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<tr>
<td>Board networking event</td>
<td>Wednesday 10 July 2013, an evening event</td>
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<tr>
<td>Final stage interviews</td>
<td>Thursday 11 July 2013</td>
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Advertisement

CHAIR OF THE BOARD

£10,000 pa*

North Somerset

Alliance Homes is a not-for-profit community based social enterprise providing a range of services in and beyond North Somerset. We are dedicated to providing good quality homes and actively encourage our tenants to get involved to help shape our services.

The position has become vacant as our current Chair is coming to the end of his term after steering the organisation through its creation in 2006. We seek an individual with considerable housing or related knowledge, who wholeheartedly identifies with our values, and has a strong commitment to social justice. A connection with, or a solid understanding of our local areas will be important.

The successful candidate will be someone with the personal qualities to lead and inspire our staff, work closely with the executive team, develop strong relationships with our stakeholders and represent Alliance Homes externally at all levels.

If you are interested in leading Alliance Homes, please contact James Tickell on 020 3434 0990 for an informal discussion.

You can download the job pack from www.campbelltickell.com/jobs or email alliance@campbelltickell.com

Closing date: 26 June
First interviews: 3 July
Second Interviews: 10 & 11 July

* Whilst the post is not currently remunerated it is intended, subject to the outcome of a review, that payment will be introduced.