Chair of the Board Recruitment

Candidate Pack

June 2013
June 2013

Dear Applicant

South Liverpool Housing 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 two 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 slhg@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 Friday 28 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 18.

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

We look forward to hearing from you.

Yours faithfully,

Radojka Miljevic
Senior Consultant
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The following supplementary information can also be downloaded from [www.campbelltickell.com](http://www.campbelltickell.com):

- Annual Report, 2012
- Corporate Plan, 2013 and beyond
- Financial Statements, year ended 31 March 2012

Further information on The South Liverpool Housing Group can be found at [slhgroup.co.uk](http://slhgroup.co.uk)
Dear Applicant

Thank you for your interest in the SLH Group and for requesting further details of the role of Chair of the main Board. SLH Group is the parent company to South Liverpool Homes, SLH Regeneration and SLH Projects.

South Liverpool Homes (formally South Liverpool Housing) was formed in October 1999 following a Large Scale Voluntary Transfer from Liverpool City Council. We currently own and manage around 3,700 homes in the South Liverpool area, predominantly in Speke and Garston. Our homes were all ‘decent’ in advance of the Government’s 2010 target and we have continued to improve the appearance of our neighbourhoods by making them cleaner, safer and well managed. As well as investing in our homes and neighbourhoods, as a business we have been innovative in delivering service growth opportunities.

Following the introduction of the Government’s Spending Review in 2010, key services have been lost in our neighbourhoods. While the cuts do bring tough times, they may also present opportunity, with public bodies considering new ways of working and delivering services. We continue to be alert to these opportunities and to pursue any that are viable and will benefit our neighbourhoods. Although the area has and still does face challenging times, there is lots to be proud of and many opportunities are available. South Liverpool is an economic success story. In the last 18 months alone, over 2,000 new jobs have been created.

Therefore, our mission reflects the business we are in, our long-term aspirations for the Group and our neighbourhoods within South Liverpool. It is to make South Liverpool the place to be. We want to provide quality homes in thriving and inclusive neighbourhoods; deliver world class and value for money services; and create opportunities for wealth creation and retention through education, employment and self-employment.

Our current Chair is stepping down in accordance with our term limits – he leaves the organisation in good shape, with a strong financial base and a realistic growth plan. We are excited about our future and of course there are challenges ahead in the next few years. We have an ambitious, but achievable, corporate strategy and we feel there are significant opportunities for us to grow.

We are looking to recruit an inspirational leader to Chair the Group and help us to develop and expand our business. You will need to inspire and motivate the organisation as a whole, effectively lead the Board, and have the desire and ability to positively represent the Group externally to raise our profile. You will work closely with the Chief Executive and Executive Team to drive the business forward. We are looking for someone with demonstrable housing sector experience, with a senior non-executive background and, ideally, a solid understanding of commercial and financial issues.

We hope that you will want to contribute to the continued success of the SLH Group and that you will find the challenge as stimulating as we do. We look forward to considering your application.

Yours faithfully

Julie Fadden
Chief Executive
About the SLH Group

SLH Group is a not for profit housing provider which owns and/or manages around 3,700 homes in South Liverpool. SLH Group is the parent company to South Liverpool Homes, SLH Regeneration and SLH Projects.

South Liverpool Homes is a charitable industrial and provident society registered with and regulated by the Homes & Communities Agency (HCA). The primary activity of SLH is housing and property management.

We are helping to transform South Liverpool through major investment, pioneering partnerships and by placing the community at the heart of everything we do.

The SLH Group is about more than just bricks and mortar. We are creating places in which people want to live by tackling anti-social behaviour, building skills and opportunities and finding innovative ways of involving people in their local community.

Our mission, vision and values

Like most businesses, we need to tell a story of where we have come from and where we are heading. We do this through our corporate plan. This document sets out who we are, where we are as a business, where we want to be, and how we will get there. It sets out our successes whilst also identifying what we need to do to improve and achieve our mission of making South Liverpool the place to be.

Businesses like SLH have a mission which describes what their main objective is. To support this, they have a vision which talks about how they will achieve their mission. So, to make South Liverpool the place to be, our vision is to:

**Homes**
Deliver quality homes in thriving and inclusive neighbourhoods of choice and to improve the quality of life for those living in our neighbourhoods.

**Services**
Deliver world class, value for money services, relevant to the needs of our customers.
Enterprise

*Deliver opportunities – more money to be circulated in our neighbourhoods through education, employment and self-employment.*

To help us achieve this, we have created five corporate aims called our five Everys. We have created these by understanding what our customers, stakeholders and colleagues need. They are the focus of all our activity.

1. Every customer happy
2. Every place perfect
3. Every opportunity taken
4. Every penny counts
5. Every person positive
### Meet the SLH Group Board

<table>
<thead>
<tr>
<th>(Outgoing) Chair – John McHale – Independent member</th>
<th><img src="image" alt="John McHale" /></th>
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<tbody>
<tr>
<td>John has worked in housing for over 25 years. Following his role as Chief Executive at Knowsley Housing Trust, he now operates his own company.</td>
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<tr>
<td>He is a fellow of the Chartered Institute of Housing and has a Masters Degree in Economics &amp; Politics.</td>
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<tr>
<th>Vice Chair – Rob Brown – Independent member</th>
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<tr>
<td>Rob has worked in the Manchester housing sector for over 26 years. He has extensive involvement in Manchester City Council's housing strategy delivery. This involvement has seen him make significant contributions to project planning and delivery. Rob is currently lead officer in managing extensive tenant consultation projects.</td>
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<tr>
<td>Rob works and lives in Manchester and undertakes several pieces of voluntary work, from running football teams to assisting with community projects within Moss Side.</td>
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<tr>
<th>Steve Jennings – Independent member</th>
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<tr>
<td>Steve has worked in housing all his adult life, having started with Liverpool City Council as a trainee in the late 1970s.</td>
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<td>He is currently Chief Executive of Weaver Vale Housing Trust and is also a Board member of Common Purpose.</td>
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<td>His Grandparents were one of the first people to move into Speke when it was first built and as such he brings both a personal and professional commitment to his work on SLH's Board.</td>
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<tr>
<th>John Rippon – Independent member</th>
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<tr>
<td>John has a degree in Economics and Accounting with Law and has qualified as a member of the Chartered Institute of Taxation. Having worked at KPMG since 2001 as a VAT consultant, John has specialised in advising the social housing sector for over 5 years. He currently leads KPMG's national VAT social housing team.</td>
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<tr>
<td>Babara Southern — Tenant member</td>
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<tr>
<td>Barbara is a Tenant Board Member who has been involved with SLH since its inception. As well as her role as Vice Chair, Barbara is also a member of the Remuneration and Audit &amp; Quality Committees.</td>
<td><img src="image" alt="Babara Southern" /></td>
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<th>Larry Dack – Tenant member</th>
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<tr>
<td>After realising his ambition to be a senior manager for a local manufacturing company, Larry turned his attentions closer to home where his family have lived for 55 years, and he trained to become a Tenant Auditor for SLH. While helping to improve SLH's empty homes process, Larry knew that he wanted to get behind the scenes at SLH and better understand the business. His main focus is making sure SLH has good governance and is a well run company.</td>
<td><img src="image" alt="Larry Dack" /></td>
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<tr>
<th>Trevor Smith – Tenant member</th>
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<tr>
<td>Trevor has lived in Speke for over 50 years and has a long history of being involved with local people and organisations. He has served as the Lord Mayor of Liverpool, was the Councillor of a neighbouring ward and served as the founder Board Member of the Speke-Gaston Partnership. Trevor was appointed to the Board in September 2010.</td>
<td><img src="image" alt="Trevor Smith" /></td>
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<tr>
<th>Roy Davies – Tenant member</th>
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<tr>
<td>Roy has lived in Speke for the best part of 60 years. Following a career in the motor trade as well as spending time in the Territorial Army, Roy wants to use his experience to give back to the local community in Speke and Garston. He sees his role on SLH's Board as a way of doing this by making sure that SLH continues to be a well run and managed housing provider. Roy was appointed to the Board in September 2011.</td>
<td><img src="image" alt="Roy Davies" /></td>
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### Mary Rasmussen – Liverpool City Council member

Mary grew up in Garston and now lives in Speke. She is passionate about the area and its people and also about creating opportunities for young people and those seeking work in the area. She works closely with Liverpool City Council's Cabinet Member for Education & Children's Services and Employment Enterprise & Skills to address this.

Mary is a Labour Councillor for Speke/Garston and (among many roles) is the Chair of the Labour Group and Assistant Cabinet Member for Employment and Skills.

She is a member of the Integrated Transport Authority and is a Governor at Parklands School. Mary also sits on South Liverpool International Gateway Board.

![Mary Rasmussen](image)

### Mary Aspinall – Liverpool City Council member

Mary is a Councillor for Cressington Ward. She has a degree in Economic History from Liverpool University and a Teaching Certificate. She has worked in Welfare Rights and Teaching, she specialises in housing to prevent evictions and was also a court advocate for house owners facing repossession.

Mary is a volunteer in a local food bank and for Marie Curie Cancer Charity.

![Mary Aspinall](image)

### Peter Bond – Co-optee member

Peter has considerable experience in the delivery of frontline housing and customer services. He previously served as Independent Chair of the SLH Scrutiny Panel and is a Corporate Member of the Chartered Institute of Housing. In addition he holds a degree in Politics, a post graduate diploma in Housing Studies and also a professional certificate in regeneration.

Peter lives in the South Liverpool locality and is passionate about improving services and creating opportunities for residents.

![Peter Bond](image)
Chair of the Board Role Profile

Purpose of the role:
To lead the Board in its responsibilities for setting the strategic vision and direction of the Group in line with regulatory requirements and the organisation’s objectives through good governance and effective strategic planning.

Key relationships:

External: To maintain good relationships with customers, local authorities, other stakeholder partners, regulators, funders, lenders and other agencies involved in the Board’s work.

Internal: To maintain good relationships with members of the Board, the Chief Executive and other key members of the senior staff team.

Key Responsibilities:

- To provide leadership to the Board.
- To ensure that the Board fulfils its duties and responsibilities for the proper governance of the organisation.
- Ensure meetings are conducted effectively and efficiently and are sensitive to the positions and opinions of attendees.
- To support, motivate and when appropriate challenge the Chief Executive and other senior staff.
- To promote partnership working between the Board and the Chief Executive to achieve the agreed strategic outcomes and priorities for SLHG.
- Ensure that sector best practice is adopted whenever and wherever possible.
- To establish and maintain a clear division of responsibilities between the Board and executive.

1. To provide leadership to the Board by ensuring that:

- Business is conducted in alignment with the Code of Conduct, that Board behaviour models SLHG values and that the Board always act in the interests of the organisation.
- Meetings are chaired effectively, seeking consensus, encouraging all Board Directors to participate and take collective ownership.
- Clear decisions are reached and recorded and implementation is monitored.
- Board agendas are meaningful and reflect the key responsibilities of the Board.
- Board are provided with relevant, timely and accurate information.
2. To make certain that the Board fulfils its duties and responsibilities for the proper governance of SLHG by ensuring that:

- The Board sets the mission, vision, values, strategic objectives and high-level policies for the organisation.
- The Board monitors the performance of the organisation at the strategic level.
- The Board satisfies itself that the organisation complies with all ethical, regulatory and legal requirements, including internal controls and systems.
- Major risks are reviewed regularly and an effective risk management framework is maintained.
- The Board satisfies itself as to the integrity of financial information; financial dealings are systematically accounted for, audited and all loan covenants are complied with.
- The Board engages effectively with key stakeholders, particularly residents.
- The organisation has an appropriate governance structure and a framework for delegated authority that enables the business of the organisation to be carried on effectively between meetings of the Board.
- There is an open and fair procedure for succession planning and the recruitment and co-option of Board members.
- The Board has the skills it requires to govern the organisation well, these skills are utilised, and the Board has access to relevant external professional advice and expertise.
- All members of the Board receive appropriate induction, advice, information and training, and the Board regularly reviews its collective performance and that of individual Board Directors.

3. To support, motivate and when appropriate challenge the Chief Executive by ensuring that:

- There are clear and open processes for the recruitment (and if necessary dismissal) of the Chief Executive, and for setting and reviewing the remuneration package of the Chief Executive.
- The Board focuses on its governance role while not encroaching upon the legitimate roles of the executive team.
- There are regular meetings with the Chief Executive and efforts to develop a professional relationship to nurture a shared “can do” approach.
- The Chief Executive’s performance is reviewed regularly, agreeing key performance targets and supporting the Chief Executive’s professional development.
- Each party is clear about their respective roles in representing SLHG.
- There are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and honest picture of how the organisation is performing.
4. To promote partnership working between the Board and the Chief Executive to achieve the agreed strategic outcomes and priorities for SLHG by ensuring that:

- Members of staff understand the role of the Board and that the Chief Executive provides an effective link between the Board and staff.
- A performance management process is in place and to continuing professional development is given appropriate priority throughout SLHG.

5. To establish and maintain a clear division of responsibilities between the Board and executive by working with the Chief Executive to ensure that:

- The Chair of the Board acts on behalf of the Board, stakeholders and is accountable to the Board.
- The Chief Executive is responsible to the Board as a whole and not to any one individual Board member or sub-committee.
- Board members act with collective not individual authority, within the agreed framework of delegated authority.
## Person Specification

The Chair of the Board is required to have the following knowledge, skills and attributes:

### 1. Leadership

- **Vision** and ability to contribute towards the formation of an organisational vision, realise what is required to fulfil that vision and drive the concept at every opportunity.
- **Confidence and presence** to manage a group of Board Directors, build strong rapport and command respect. Has high levels of self-awareness and able to appreciate and utilise strengths of others on the Board.
- **Co-ordination and co-operation** to build an effective team; direct the work of the Board and foster a team spirit.
- **Flexibility** to appreciate and be sensitive to alternative views and change own position when appropriate. Has the intellectual flexibility to be creative, make sense of complexity and clarify it for others as appropriate.
- **Integrity**: behaviour is beyond reproach, has high moral and ethical standards. Customer focused and committed to equality and diversity.
- **Motivation** and inspires others to achieve through demonstrating own commitment and enthusiasm. Can clearly articulate a vision for the future and enthuse and influence others.
- **Availability** to fulfil the requirements of the role in terms of time commitment.

### 2. Strategic

- **Strategic thinker** who can rise above operational activity to visualise, forecast and plan “the big picture”.
- **Strategic awareness** of current environmental factors and those that could impact in the future. Aware of the internal resources of the organisation and how these can best be used to achieve a ‘fit’ with SLHG’s priorities.
- **Perspective** to rise above the immediate problem or situation and see the wider issues and implications. Ability to relate disparate facts and connect relevant relationships and imagine possible future scenarios and their potential outcomes.
- **Change readiness** to be alert and responsive to the need for change. Models agility and encourages creativity among the Board and Executive in response to challenges.

### 3. Results focused

- **Business acumen** with the ability to identify opportunities for the potential benefit of the organisation; commercial awareness. Actively seeks new knowledge and information from multiple sources to keep up to date and increase her/his personal knowledge of the sector and wider environment. Comfortable in engaging in business development activity and in promoting and sustaining partnerships.
- **Exemplar** that sets challenging but achievable goals and standards of performance for self, Board, Chief Executive and partners.
- **Resilience** and maintains energy and commitment in the face of adversity. Is able to live with considered risks in order to achieve strategic objectives.
### 4. Analysis and decision making

- **Detailed** and insists on appropriate levels of detail to provide assurance. Is conscientious and well prepared for Board meetings and other duties.
- **High standard of literacy and numeracy** and assimilates written and numerical information accurately and quickly. Able to critically appraise information and make sound interpretations. Can explore counter arguments and probe more deeply when required. Seeks advice as appropriate.
- **Judgement** and considers information, reasonable assumptions, alternative views, the ethical dimension and other evidence before facilitation of a decision.
- **Decisive** once reasonable judgement has been made; is able to make decisions and take action.

### 5. Skills and abilities

- Strong strategic planning skills and able to develop a strategic vision.
- Ability to assess risk and promote risk awareness without being risk adverse.
- An understanding of the social housing sector to include the current risks and opportunities.
- Commercial awareness.
- IT literate and comfortable with the use of electronic methods of communication; promotes any efficiencies that can be achieved through technology.

### 6. Communication skills

- **Written** – can convey complex ideas and opinions with clarity and accuracy.
- **Listening** – listens intently and with care to ensure clarity of understanding, questions to ensure full comprehension for all.
- **Presentation** – can engage an audience and convey messages clearly and concisely and in a way that connects with the audience.
- **Open and honest** when communicating. Self-aware and able to acknowledge areas for improvement in own performance. Willing to invite and accept constructive feedback.
- **Influencing** – is able to gain support and influence; operations, management and to openly display political awareness.
Additional information

1. **ROLE TITLE:** Chair of the Board.

2. **ALLOWANCE:** £9,000 per annum, in addition to reimbursement of expenses.

3. **TIME COMMITMENT:**
   3.1 There are between 8 and 12 Board Meetings a year. In addition, the main Board Committees meet at least four times a year, and the Nominations and Remuneration Committees meet at least one a year. Board and Committee meetings are held in the evening.
   3.2 Board Members are also expected to attend an annual Board away-day and 4 programmed Board training and development sessions during the year.
   3.3 The expected time commitment for the role is 4 days per month.
### Key Dates

<table>
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<tr>
<th>Event</th>
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<tr>
<td>Application closing date</td>
<td>Friday 28 June 2013, at 12 noon</td>
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<tr>
<td>First interviews</td>
<td>Friday 5 July 2013</td>
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<td>Second interviews</td>
<td>Tuesday 16 July 2013</td>
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CHAIR OF BOARD
£9,000 p.a. allowance
Liverpool

THE SLH FACTOR

SLH Group is a not-for-profit housing provider providing services to around 3,700 homes in South Liverpool, mostly in the Speke and Garston areas. The area in which we operate is one of the most deprived wards in the UK, and there are new pressures from the economic and policy environment. We are committed, however, to helping to transform it through major investment, pioneering partnerships and by placing the community at the heart of everything we do.

We are looking for someone who can help us articulate and promote our vision of the future. We’ll want them to develop the Board further and strengthen our team-working, as well as provide stretch to our talented Executive staff. The ideal candidate will enjoy championing the area in all of our external relationships, with a view to identifying opportunities that can deliver meaningful outcomes on the ground.

You will have a proven track record as a senior non-executive with a demonstrable understanding of affordable housing, combined with a commitment to social well-being and community regeneration. Your professional experience could be drawn from a variety of fields – some commercial experience is desirable. Most important is that you are a confident leader, with the drive, heart and ability to inspire our Board and take our governance to the next level.

For an informal discussion please contact Radojka Miljevic on 020 3434 0990.
A job pack is available to download from www.campbelltickell.com/jobs, or by emailing slhg@campbelltickell.com

Closing date: 28 June 2013, 12 noon
First interviews: 5 July 2013
Second interviews: 16 July 2013