

Candidate Pack

Non-Executive Director

Organisational Effectiveness

September 2024



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Organisational
Effectiveness

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Chairman

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Welcome from Liz Padmore, Chairman



Housina Solutions Board & Leadership Team

Thank you for your interest in Housing Solutions

This is an exciting time to join our Board.

You'll become part of a forward-thinking organisation, that is passionate about delivering high quality homes and services to those who most need them across the South East of England.

Creating communities that people are proud to live in has been our purpose since we launched in 1995. And it's a purpose that has never been more urgent as rising costs put decent homes out of reach for so many.

Everybody deserves to feel secure and happy where they live. A key part of achieving this is engaging closely with our residents. We listen to their needs and use that knowledge to

shape the services we deliver.

We embrace innovation and have ambitious growth plans. Despite the challenging economic environment, we are determined to build as many affordable new homes as possible to meet rising demand.

We are looking for an outstanding, senior leader with an interest and track record in successfully developing organisational effectiveness and people services at a strategic level, to help drive our strategy in the years ahead.

Are you a values-driven senior leader? Can you contribute to the leadership and direction of our organisation through healthy challenge?

Most importantly, we are looking for an energised, creative Non-Executive Director, experienced in good governance and who cares deeply about improving homes, communities and lives. If this is

you, we want to hear from you.

We are proud of all our achievements in the past five years, but you can help us go further. Our continued success relies on the skills and commitment of our Board and our team.

We value the contribution and diversity of everyone working for us and on our Board, and welcome applications from people of all backgrounds and from all sectors.

As a housing association firmly rooted in the community, we also welcome applications from people living in our local area.

I hope you will apply and I look forward to meeting you soon.

With best wishes

Liz Padmore
Housing Solutions Chairman

About Us

We're more than just a landlord. We believe that understanding the real challenges residents face is the only way to create positive change. Listening to the communities we serve helps us set the right direction for our team, our residents and all our stakeholders.

Average house prices are thirteen times higher than average earnings in the areas we operate, and the demand for affordable homes is increasing. As the leading housing provider in Maidenhead, we play a vital role delivering affordable and shared ownership homes, as well as specialist accommodation. We own and manage more than 7,500 homes across Berkshire and Buckinghamshire, and our annual turnover exceeds £58m.

We have maintained a strong financial base with comparatively high margins. Our ranking as a top-rated housing association has been confirmed by our recent top quartile A+ rating with Standard & Poor's. This recognises our strong and stable financial position and excellence in governance.

Our mission is to make residents proud of where they live and our colleagues proud of where they work. We are doing this by delivering services that address our residents' top priorities, while maximising the number of new homes we build to provide desperately needed affordable and social housing.

Our People Strategy places our people at the heart of our organisation, recognising that they are behind the success of our services. Our mission is to attract, develop and retain the best talent to deliver our services both now and in the future. We value collaboration, connection and inclusivity, nurturing a positive culture for creativity.

We know that housing is about more than putting a roof over people's heads. It's about helping them thrive. Our Corporate Strategy sets out our plans to achieve this, across three core themes:

Safe ~ Satisfied ~ Sustainable

You can find out more about our Corporate Strategy here:

www.housingsolutions.co.uk/media/3426/corporate-strategy-november-2021.pdf

And watch how we're incorporating innovation here:

<https://youtu.be/epQMQppKSxQ>

Our involved residents group - Scrutiny & Improvement Panel



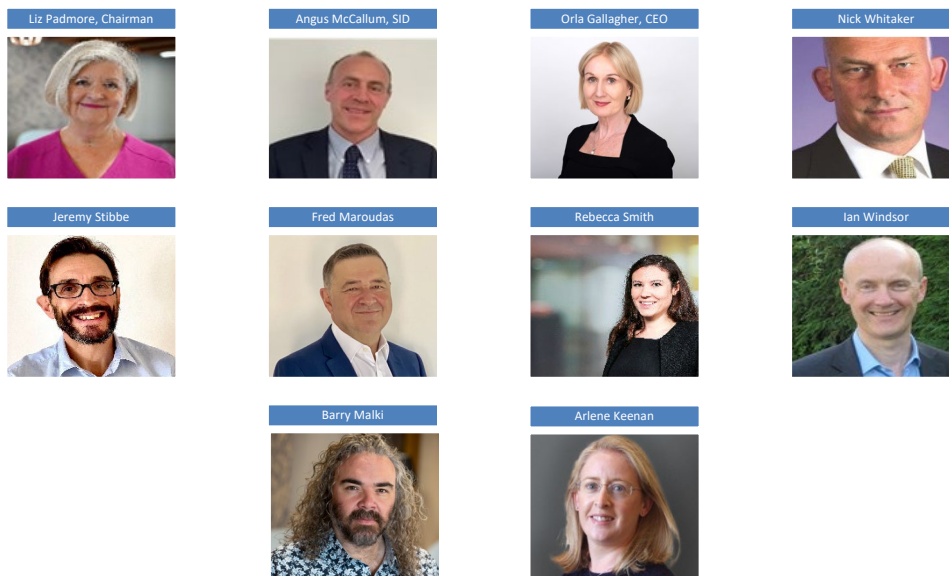
Governance

We are a registered social housing provider overseen by the Regulator of Social Housing. We are proud to have been reaffirmed at the highest ratings for governance by our regulator in November 2023, and we are determined to maintain these high standards of excellence and accountability moving forward.

We have adopted the standards set under the National Housing Federation’s 2020 Code of Governance, and the Board and our Executive team are committed to working in true partnership to deliver on our ambitious plans and objectives.

Board & Committee Structure

Our Board currently has ten members including our Chief Executive, Orla Gallagher. The Board sets Housing Solutions’ strategic direction and that of the Group’s subsidiaries and monitors our performance and financial position.



There are four sub-committees of the Board with delegated responsibility across key areas:

- Audit & Risk Committee (ARC):** responsible for overseeing our risk management framework, receiving assurance on the system of internal controls and the monitoring of Housing Solutions’ financial statements. The Committee is chaired by Nick Whitaker and generally meets five times a year.
- Funding Committee:** responsible for reviewing funding proposals and monitoring the organisation’s loan portfolio and covenants. The Committee is chaired by Fred Maroudas and typically meets 3 times a year.
- Nominations Committee:** responsible for the appointment and performance of non-executive directors and the Chief Executive. The Committee is chaired by our Board Chairman, Liz Padmore and normally meets twice a year.
- Remuneration Committee:** oversees the organisation’s remuneration framework and policies. The Committee is chaired by our Senior Independent Director, Angus McCallum, and generally meets three times a year.

The Board and governance at Housing Solutions is ‘highly effective’
The Connectives - external Governance Review 2023

Our Core Purpose & Values

Core Purpose

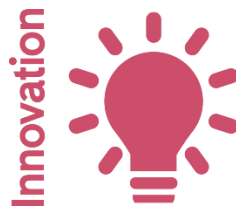
Our core purpose is to make our residents proud of where they live and our people proud of where they work.

Values



Ownership

Each of us takes responsibility and will respond to an enquiry, issue, or situation to ensure a satisfactory outcome.



Innovation

We will understand, value and nurture new ideas and use creative thinking, passion, energy, and enthusiasm to achieve practical results.



Teamwork

We value each person and their job as much as we value our own. We welcome different points of view and work co-operatively to achieve more together than we could alone.



Inclusion

Our relationships with each other, residents, and stakeholders are based on trust and respect. Individual differences are embraced, and we have a strong desire to see diversity in our workplace.

Role Description

The Role

We are looking for an inclusive senior leader with a proven track record in developing organisational effectiveness and ensuring that organisations have the necessary resources in place to meet their strategic objectives.

The Role of the Board and Board Members

Housing Solutions Board members have collective responsibility for board decisions. Each Board member acts in the best interests of Housing Solutions rather than those of any constituency or interest group, or their own interests.

The Board has collective responsibility for:

- Upholding the good governance of Housing Solutions
- Working constructively with the Chairman, fellow Board members and the Executive team to achieve Housing Solutions' strategic objectives
- Promoting and upholding Housing Solutions' values and core purpose
- Acting in good faith with care, diligence, and skill, ensuring decisions are taken in Housing Solutions' best interests and in accordance with all legal and regulatory obligations

On an individual basis, you will be expected to use your considerable skills and experience to challenge and support the Board to reach optimal decisions on complex matters. Your ability to work well with others, whether they are fellow Board members or members of the Executive and senior management team, in a collegiate environment, is a key skill to ensuring an effective Board.

*Getting to Know You event
2024 with Angus McCallum,
Board Member*



'Housing Solutions is one of the most energising and enjoyable Board I've worked on. It's truly collaborative, the management team is high class, the quality of debate is high, the social purpose shines through - and it's fun to be part of. Everything a Board should be.'

Fred Maroudas, Board Member

Role Description

Person Specification

KEY COMPETENCIES FOR ALL BOARD MEMBERS

Strategic thinking and direction:

- Influences the development of vision and strategy
- Delegates responsibility effectively to the Executive and other employees
- Is sensitive to the political, economic, social, and technological external impacts upon the organisation
- Anticipates and understands risk and consequences at a strategic level
- Identifies opportunities and brings forward new ideas for organisational strategy and organisational effectiveness
- Encourages creativity, is open to new ways of working and able to adapt flexibly to change

Analysis and understanding:

- Demonstrates clear analytical intellect
- Assimilates and understands complex data, evaluates options, and understands different perspectives
- Understands the sensitivities of key assumptions in organisational propositions
- Understands the impact of change on individuals and how to gain support for, and deliver, effective change
- Understands how to maximise the potential of an organisation
- Satisfies themselves of the integrity of financial information and risk appraisals
- Identifies and manages risk and its appropriate mitigations
- Has the confidence to challenge and asks questions appropriately, and keeps to an appropriate level of detail
- Brings an original perspective to discussions

Decision making:

- Shows sound, independent judgement and original thought
- A demonstrable level of financial literacy appropriate to the fiduciary role
- Supports the collective ownership of decisions
- Actively participates in decision-making with objective analysis, alongside reasoned and rational judgement
- Prepared to take difficult decisions based on accurate, measured risks
- Respects and is open to the views of others in discussion

Communication and interpersonal skills

- Engages effectively with key stakeholders as an ambassador of the organisation
- Builds and maintains good relationships based on personal credibility and integrity
- Communicates clearly and persuasively, listens and takes account of the views of others
- Challenges without appearing aggressive and is prepared to say what people may not want to hear
- Works with integrity
- Aware of own strengths, weaknesses, and motivations
- Gets to know individuals and their aspirations

Customer focus and organisational ethos

- Committed to Housing Solutions' vision and values in supporting people in housing need
- Focused on the aspirations of residents in the development of homes and services
- Welcomes the views of residents in decision making
- Supports the development of a positive organisational culture and upholds our values
- Values successful partnership working with organisations that add value to the work of Housing Solutions
- Ensures commitment to equality, promoting and demonstrating leadership in relation to equality, diversity, and inclusion

Team working and development

- Engages and constructively contributes to meaningful debate
- Supports a strong team spirit and able to work collaboratively
- Works with the Executive team in productive working relationships built on mutual respect
- Adds clear value to the work of the Board
- Demonstrates commitment to the Board and its committees, is reliable, punctual, and fully prepared
- Supports others, praises achievements, and celebrates success
- Open to learning and development, for themselves, employees, and the Board

KNOWLEDGE AND EXPERIENCE

In addition to the competencies above, we are looking for:

- An experienced senior executive who understands how to develop strategy in support of strategic organisational effectiveness and people experience in comparably complex organisations
- Experience of building and enhancing organisations in an ever changing/resource constrained environment
- Demonstrable experience of Non-Executive Boards, either as an Executive or as a Non-Executive with the credibility and confidence to provide constructive challenge
- The ability to contribute to the full corporate agenda to aid the organisation in its decision-making. Clear and effective influencing and communication skills, including an ability to operate effectively at Board level. Experience of corporate governance and regulatory matters
- Experience of social housing isn't essential, however ideal candidates will have worked in a regulated, consumer facing environment



Staff Summer Shine Initiative

Next Steps

Terms of Appointment

- Board members are appointed for an initial term of three years, renewable for a further three-year term
- Most Board meetings take place at Housing Solutions' head office in Maidenhead, Berkshire, with meetings usually starting at 9am
- There are normally six Board meetings per year and a Board strategy away day
- Board meetings for 2024 are due to be held on 19th September (AGM), 20th November and 11th December
- Our Board members also serve on at least one committee. Remuneration and Nomination Committee meetings are held remotely for two hours and for the remainder of 2024 both are due to take place on 30th October
- The total time commitment for a Board member is anticipated to be two days per month
- The remuneration for a Board member is £7,864 per year

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Housing Solutions on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code RBQWA

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form. Please outline the reasons for your interest in the post and why you believe yourself to be suitable, paying particular attention to the knowledge and experience section of the role specification.

The closing date for applications is noon on Friday 11 October.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data,



health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.

Disability Confident Employer

Housing Solutions is an accredited user of the "Disability Confident" disability scheme, which denotes organisations that have a positive attitude towards disabled applicants. Applicants who meet the minimum (i.e. essential) criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to apply for consideration under the scheme, please select this on your application. It is not necessary to state the nature of your disability.

Accessibility and Adjustments

We are committed to providing reasonable adjustments throughout our recruitment process and will always strive to be as accommodating as possible. If you would like to discuss any specific requirements, please contact Louise.McCarthy@saxbam.com



*Staff Forum
Representatives
Will, Nick Tom, Jonathan
& Georgia*