

# Non-Executive Board Member

## Candidate Information Pack



**We're creating a stronger community.**

**Join us to play your part.**



## Welcome from Liz Padmore, Chairman



This is an exciting time to join the Housing Solutions Board.

With the retirement of a valued longstanding Board member, we are seeking to strengthen our Board with a new Non-Executive Director with specific skills in understanding and supporting resident engagement. The new member would join our strong Board in supporting the organisation to achieve our ambitious goals.

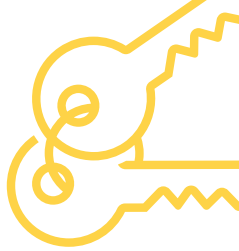
Established in 1995, we provide quality, affordable homes to rent and buy across the South East of England. We are rooted in the local community and offer a wide range of housing services and housing options, including affordable homes to rent, properties to buy under shared ownership, market rent properties and specialist accommodation for older people and people who need care and support to live within the community.

Housing Solutions is a forward-thinking organisation. We are working hard to maximise the number of affordable new homes we build, and refurbish our existing estates, whilst keeping our properties and residents safe. We also strive to innovate in order to enhance the services we provide to our valued tenants and homeowners.

We are looking for a Non-Executive Director with experience of what it takes to really get residents involved in an organisation. This experience could come from the social housing sector, but we are also happy to hear from candidates that come from related sectors (e.g. health and social care, privately rented sector, student accommodation). We would also welcome applications from candidates who have experience of being a resident in the social housing sector. The most important thing for us is that you understand services from a resident perspective and that you can bring your skill sets focused on getting people involved and engaged with their service provider to our Board.

For Housing Solutions, our residents are at the heart of everything we do – they are why we exist. So this is a hugely important role and one that will definitely be involved in driving the future direction of the organisation.

This is an exciting and hugely rewarding opportunity, for someone with passion and energy for getting our residents more involved with what we do and what they want our services to look like. If you have the imagination and innovation to advise us on how to take our resident engagement to the next level then I very much look forward to receiving your application.



## About Housing Solutions

We are the leading housing provider in Maidenhead and the surrounding area, providing and managing homes for more than 7,000 households.

We offer a wide range of housing options, including affordable homes to rent, shared ownership homes to buy and market rent properties. We also provide specialist accommodation for older people and those who need additional care to live within the community.

Demand for housing across the areas we operate in continues to increase which has pushed the house price affordability ratio to more than 13 times average earnings. Consequently, there is huge demand for affordable and shared ownership housing, and social housing waiting lists are growing.



In response, and despite the uncertain economic environment, we're continuing to build homes for local people. In 2020/21 we successfully delivered more than 89 new homes, including homes for rent and shared ownership.

We have a strong financial base with comparatively high margins. Together with our relatively conservative development strategy, this has ensured we have been able to maintain our A+ rating with credit ratings agency Standard & Poor's.

We have also strengthened our governance framework and our G1/V1 rating was reaffirmed by the Regulator in December 2020.



## About Housing Solutions

To help us thrive in a rapidly evolving world, we have recently updated our six-year strategic plan, refocusing it on three new goals that will run through everything we do.

They are:

**(1) Safe – keep residents and colleagues safe.**

**(2) Satisfied – value for money services for residents and fulfilling careers for colleagues.**

**(3) Sustainable – deliver more effective services and more efficient homes.**

**Safe  
Satisfied  
Sustainable**

We are leading the way in implementing innovations to help us achieve these. For example, we are committed to driving forward our digital transformation. We have increased our range of online services, developed innovative artificial intelligence solutions and provided internet access to many of our residents.

But we also recognise the importance of personal relationships and the human touch. That's why we make sure we are out and about in the communities we serve as much as possible, building rapport with our customer base and offering support to those who need it.

The hard work of the whole team and board has driven this success. And we've only just started.







## Our Core Purpose

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

## Our Values



**Ownership**



**Innovation**



**Teamwork**



**Inclusion**

### 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 will work cooperatively in teams and across teams 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 by Housing Solutions and we have a strong desire to see diversity in the workplace.



## Governance

As a provider of social housing we are regulated by the Regulator of Social Housing. We are proud to have recently been awarded the highest regulatory ratings for our governance and financial viability (G1/V1) and are committed to maintaining these standards.

We have adopted the National Housing Federation's Code of Governance and the Board and executive team are committed to working in partnership to deliver our corporate objectives.

### Board & Committee Structure

The Housing Solutions Board (Board) is currently made up of nine members including our Chairman, Liz Padmore and Chief Executive Orla Gallagher.

The Board sets the strategic direction of Housing Solutions and its subsidiaries. This includes monitoring our performance and financial position.

There are four sub-committees of the Board:

**1. Audit & Risk Committee (ARC)** – responsible for overseeing our risk management framework, receiving assurance on the system of internal control and the monitoring of the organisation's financial statements. The committee is chaired by Nick Whitaker and usually meets five times a year.

**2. Funding Committee** – responsible for reviewing funding proposals and monitoring the organisation's loan portfolio and covenants. The committee is chaired by Valerie Kendall and usually meets three times a year.

**3. Nominations Committee** – responsible for the appointment and performance of non-executive directors and the Chief Executive. The committee is chaired by Liz Padmore and usually meets twice a year.

**4. Remuneration Committee** – oversees the organisation's remuneration policies. The committee is chaired by James Measures and usually meets three times a year.



## PURPOSE OF THE ROLE

We are looking to make a new appointment to our Board and we are looking for someone with resident engagement experience, we would also welcome applications from candidates who have ‘lived’ experience of the social housing sector.

Housing Solutions’ Board members have collective responsibility for board decisions. Each Board member shall act in the interests of Housing Solutions and not on behalf 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 the best interests of Housing Solutions and in accordance with all legal and regulatory obligations.

On an individual basis, you will be expected to contribute using your skills and experience to challenge and support the Board to come to the best decisions. Your ability to work well with others in a collegiate environment is a key skill and will ensure that the role is fulfilling and productive.





## KNOWLEDGE AND EXPERIENCE

In addition to the competencies outlined below, we look for all our Board Members to bring:

- Strong Board-level experience as an executive in organisations of relevant scale and complexity; and
- Some knowledge of corporate governance and ideally previous experience as a non-executive.

For this appointment we are looking for people who also meet either following criteria:

- Resident Engagement or Social Housing living experience.
- Substantial experience of working for community or resident engagement initiatives, preferably.
- at a senior level in an organisation or in consultancy working with organisations.
- Expertise in large engagement initiatives, managing community initiatives, or part of a governing body that oversees community engagement and activities.







## 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 business
- Anticipates and understands risk and consequences at a strategic level
- Identifies opportunities and brings forward new ideas for business 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 makes sense of complex data, evaluates options and understands different perspectives
- Understands the sensitivities of key assumptions in business propositions
- Satisfies themselves on the integrity of financial information and risk appraisal
- Possess confidence to provide challenge, asks questions appropriately and keeps to appropriate level of detail
- Brings an original perspective to discussions

#### Decision making:

- Shows independent judgement and original thought
- A demonstrable level of financial literacy – sufficient to do justice to the fiduciary role
- Signs up to the collective ownership of decisions
- Actively participates in the decision making with objective analysis, reasoned and rational judgement of the issues in hand
- Prepared to take difficult decisions and measured risks
- Respects and is open to the views of others in discussion on key issues



## PERSON SPECIFICATION

### Communication and interpersonal skills:

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

### Customer focus and organisational ethos:

- Committed to meeting the needs of people in housing need
- Focused on the aspirations of residents in the development of homes and services
- Open to the views of residents in decision making
- Supports the development of organisational culture and upholds the values
- Values successful partnership working with organisations that add value to the work of Housing Solutions
- Promotes and demonstrates 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 is able to work collaboratively
- Works with the Executive team in productive working relationships built on mutual respect
- Adds value to the work of the Board
- Demonstrates commitment to the Board and its committees, is reliable, punctual and comes fully prepared
- Supports others, praises achievements and celebrates success
- Open to learning and development, for self, employees and the Board

## TERMS OF APPOINTMENT

- Currently Board members are appointed for an initial term of 3 years, renewable for a further 3-year term.
- Meetings take place at Housing Solutions' offices in Maidenhead, Berkshire and Board meetings usually start at 9am. Currently, however, our meetings are being held remotely.
- The Board meets at least 7 times per year, there are 4 formal Board meetings plus 3 strategy/stakeholder events.
- For 2021 Board meetings are due to be held in July and November.
- Board members also serve on at least one committee.
- In total the time commitment for a Board member is expected to be 1-2 days per month.
- The remuneration for a Board member is £6,000 per year.

## HOW TO APPLY

To apply for this exciting opportunity please click [here](#).

You will need to provide your most up to date CV highlighting your key achievements in each role and with any breaks explained and a 2 page maximum supporting statement, outlining your suitability for the role and why you would like to work for Housing Solutions.

**Closing Date for applications is Monday 16th August 2021.**

To arrange an informal conversation with the Executive Search Consultants at Badenoch + Clark who are supporting Housing Solutions with this appointment, please email [Housingsolutions@badenochandclark.com](mailto:Housingsolutions@badenochandclark.com).