

Non-Executive Director Recruitment Pack

October 2022



020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Re: Non-Executive Director for Sutton Housing Partnership

Thank you for requesting information about this exciting role.

As consultants to Sutton Housing Partnership, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application.

Recruitment Timetable & Process:

Closing Date: 10.00 am Monday 24th October 2022

First Interviews: week commencing Monday 31st October 2022

Second Interview (if required): week commencing Monday 7th November 2022

- Interviews will be in person with Sutton Housing Partnership, held at their offices; 1 Carshalton Road, Sutton, SM1 4LE.

To Apply:

Please provide a **CV** (no more than 3 sides A4) together with a **Supporting Statement** and complete the confidential **Monitoring Form**. You can download a monitoring form by clicking [here](#).

The supporting statement should demonstrate your suitability for the role and address the key elements of the person specification enclosed in this pack. Please ensure you provide evidence, with recent examples, of your experience.

Send your application (CV/Statement/Monitoring Form) by **10.00 am on Monday 24th October 2022:**

By email to: rec@thehousingexecutive.com

ALL applications will be acknowledged by email or telephone within 24 hours.

For an informal discussion about the roles, please contact our consultant, Julie Kellaway at The Housing Executive on **020 7620 3048**.

We look forward to receiving your application. Thanks again for your interest in Sutton Housing Partnership.

I. Letter from the Chair

Dear applicant,

Thank you for your interest in joining the Board of the Sutton Housing Partnership (SHP). I joined the Board as Chair in 2018 and since that time together with my fellow Board Members and the executive management team we have continued to steer SHP on its journey of change and improvement. I am proud of our achievements in 2021/22, but we are now very much focussed on our new delivery plan for 2021-2024.

The year ahead for SHP will see us deliver a number of important initiatives. We have brought our repairs service in-house and have already seen real service improvements but we know that there's still more to do to ensure that all residents get the first-class service they deserve. Anti-social behaviour also continues to blight residents' lives and we know these cases are often the most challenging to resolve to the complete satisfaction of residents. The publication of the Social Housing White paper in 2020 includes a key objective to ensure the resident voice is heard at every level, from the front line to the Board room. To achieve this we will empower our residents through increased accountability and transparency of our work. The housing sector is also facing important new challenges on building and fire safety.

The Board has a vital role in taking a strategic overview of SHP's work. Our Board Members advise, support and constructively challenge the executive team, bringing a range of different lived experiences, professional backgrounds and skill sets to this vital work.

As part of our Board succession strategy, we are looking for individuals who share our ambitions and commitment to social housing. For the Independent Board Member role, we are looking for a broad range of management experience as well as up to date expertise in one or more of the following priority areas:

- Regeneration/Compliance/Health and Safety
- ICT/Digital Transformation
- Finance and Risk Management (desirable)

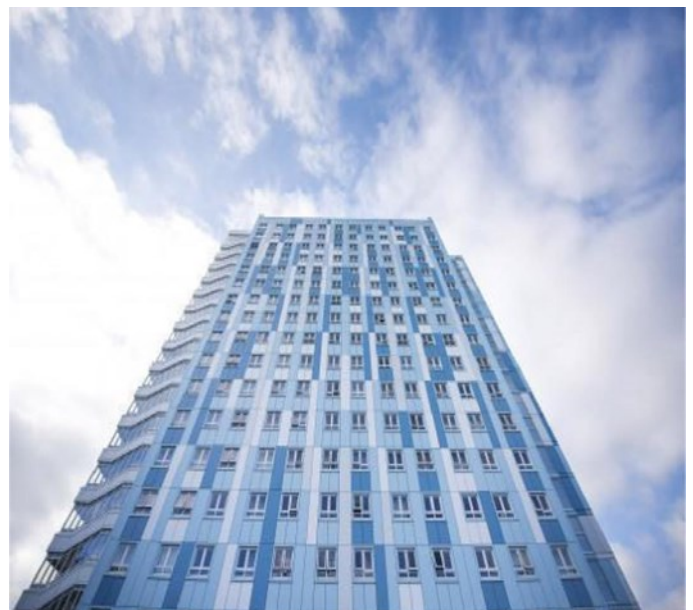
Non-executive experience is not required for either role as a full induction programme will be provided along with an agreed learning and development plan which is reviewed annually.

I do hope this recruitment pack inspires you to apply!

Yours sincerely,



**Sir Steve Bullock DL Independent
Chair. SHP Board**



2.About SHP

Purpose, Priorities and Vision

Sutton Housing Partnership was set up in 2006 to manage council housing stock on behalf of Sutton Council. We provide day-to-day housing management services to Sutton Council tenants and leaseholders.

Our purpose:

Working together to deliver homes and communities where residents feel happy and secure.

Our priorities:

- Being a good landlord that does the simple things well
- Providing safe homes and promoting successful communities
- Investing money wisely

Our vision:

A thriving, first choice service provider with a reputation for care, quality and value.

Our responsibilities:

- Bring all properties up to the decent homes standard and continue to improve and maintain them as an asset for the future
- Provide high quality responsive repairs and cyclical maintenance services
- Invest in and improve estate grounds and the communal areas of flatted blocks
- Provide excellent tenancy management and leasehold services, and create attractive neighbourhoods where people feel safe and want to live
- Ensure all customers have access to services and that the diverse needs of tenants and leaseholders are met
- Promote and maximise the opportunities for customer involvement with service delivery.

Our staff values: Demonstrated by our **HOME** Behaviours:

High performing

One team

Make it happen

Excellent customer service

Role modelled by our Leaders who:

See the future

Engage and develop others

Recognise results and talent

Value diversity

Embody passion and integrity



Useful links About us: <https://www.suttonhousingpartnership.org.uk>

Our Board and Leadership Team: <https://www.suttonhousingpartnership.org.uk/board-leadership-team>

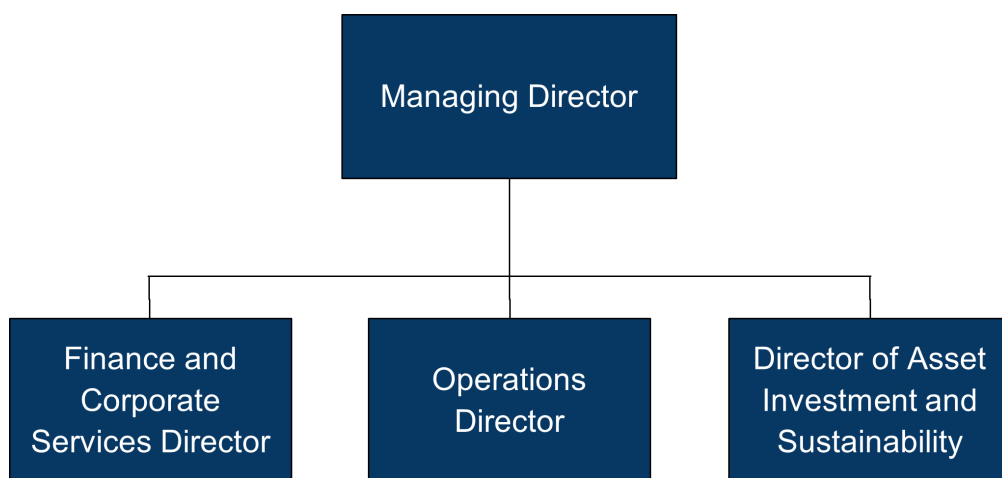
Our Plans and Performance Information: <https://www.suttonhousingpartnership.org.uk/our-glans-performance>

Our Shareholders: <https://www.sutton.gov.uk/>

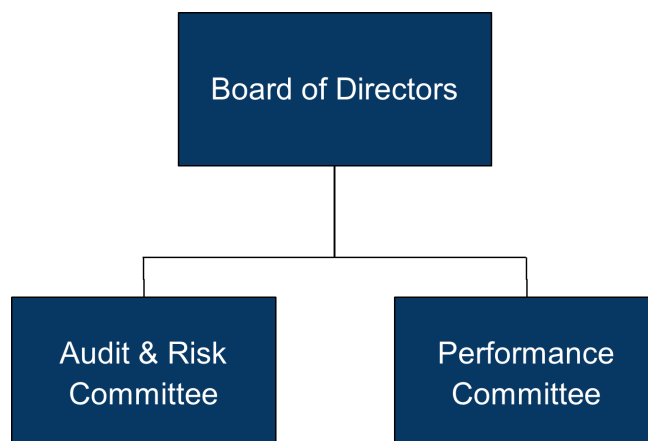


3. Our governance and leadership structure

Executive Management Team



Board Structure



Our Board

We have a Board of Directors comprising twelve members: four residents (three tenants and one leaseholder), four independents and four council nominees from all political parties.

Our Board's responsibilities are to:

- Guide strategic direction in line with Management Agreement
- Scrutinise and monitor performance
- Approve Budgets
- Agree policies and make financial decisions
- Ensure that SHP is run lawfully and ethically

Board members are expected to attend all full Board Meetings and to become a member of one of the Board Committees. Board members are also invited to become 'Board Champions' for their area(s) of specific interest.



Steve Bullock - Chair

Steve retired as Lewisham's directly-elected Mayor in May 2018 after serving four terms. Since 2010, he has been serving as the London Council's Executive lead on Housing and the Mayor of London's Homes for Londoners Board. Steve is a director of the Housing and Finance Institute which seeks to boost the capacity of the sector and secure increased delivery. He is continuing to work with some individual local councils on improvement as part of the Local Government Association (LGA) Peer Programme. Following his retirement Sir Steve was appointed as the Representative Deputy Lieutenant for Lewisham.



Barry Russell

Barry has lived in Sutton for over 25 years. A trained barrister. He has worked in finance and residential property development and lettings. He was a Housing spokesman when he was a local councillor and has been a Chair of Governors of a local school for over 18 years.



Gary Miles - Council Nominee

Gary has over 20 years experience working as an HR Practitioner and Business Manager. He was the Director of Roffey Institute and is a fellow of the Chartered Institute of Personal Development. He has worked with a range of sectors, including higher education, central and local governments as well as housing.



Anne-Britt Karunaratne - Independent

Anne-Britt has worked in social housing for over 35 years across a range of disciplines and in both the public and private sectors. She currently heads up customer and housing services at a housing association working across the south east.



Barry Lewis - Council Nominee

Barry is a lifelong resident of Sutton and elected Councillor for Wallington North Ward. Barry is a member of the Housing, Economy and Business (HEB) Committee and Lead Member for Business. He brings a lifetime's experience of owning and running small businesses both in and out of the Borough.



Jan Winning - Resident Board Member

Jan has been a resident of Sutton for the past 40 years. Her career has included work in community safety, housing and race equality.



Marlene Heron - Council Nominee

Marlene Heron was the Councillor for Sutton North and Vice-Chair of the Sutton Local Committee. Being raised on a council housing estate and bringing up her own family in social housing. She understands how important it is for the wellbeing and life chances for children. Her career within social housing has aimed to empower tenants to challenge, influence and obtain the best service possible from their landlords. She contributes to the improvement and extension of services for tenants, leaseholders and S16 freeholders by listening to their needs and desires for the future.



Rachelle Beltran - Independent

Rachelle joined the board in 2021 and is the current Chair of the SHP Audit & Risk Committee. She is a qualified accountant, who has worked in public, government, and charity sectors since 2006.

Her most recent roles include Director of Transformation at The Royal Parks, and Senior Consultant in international finance and real estate at Oxford University Press. Previous positions include Chief Executive, Director of Finance, and Transformation Consultant for a variety of housing associations including Clarion and Wandle. Rachelle is also a Non-Executive Director at another housing provider.

Living in Cheam, Rachelle enjoys the local parks, keeping fit and travelling.

Colin Hawkins

Colin Hawkins is a Co-opted member of the SHP Board and also the current Chair of the Sutton Federation of Tenants and Resident Associations.

Beverley Brigden

Beverley Brigden is a Co-opted member of the SHP Board and Secretary to the Sutton Leaseholders Association.



4. Role Profile

4.1 Job Description

Member of the SHP Board (Company Director)

Main Purpose of Role:

As an individual and as a collective Board, to lead SHP to achieve its purpose: “working together to deliver homes and communities where residents feel happy and secure.”

To lead and work with the Executive Management Team in setting the strategic vision direction of SHP, in line with statutory and regulatory requirements and agreed objectives through good governance, performance management and effective strategic planning.

The Board has ultimate responsibility for the governance of SHP. The Board’s central role is to set and actively drive the organisation’s social purpose, mission, values and ambitions, and through these embed within SHP resident focus, inclusion, integrity, openness and accountability. The Board determines strategic direction and policies and is responsible for establishing and overseeing control and risk management frameworks that will ensure that the organisation achieves its aims and objectives.

Management - that is the implementation of Board policies - is delegated to staff.

All Board Members share responsibility for the Board’s decisions. Each Board Member should act only in the interests of the organisation and not on behalf of any constituency or interest group.

Board Members - as Company Directors - must put the interests of the organisation before their own interests.

4.2 Main Duties and Responsibilities:

Promoting Good Governance

- To promote the highest standards of governance and ensure statutory and regulatory compliance.
- To request professional advice when it is needed, either from SHP senior staff or from external sources
- To express your views, challenge freely and debate constructively before any decision is taken - including raising any omissions from presented information.
- To compromise when appropriate and support the Board’s decisions once they are made.
- To appoint (and, if necessary, remove) the Chair.

Leadership and Strategic Direction

- To define the vision and values of the organisation and ensure that these are realised and upheld.
- To maintain a clear service user and community focus ensuring the needs and safety of the organisation's current and future residents and other customers are placed at the heart of the Board's decision-making.
- To demonstrate a clear and active commitment to achieve equality of opportunity, diversity and inclusion in all of the organisation's activities. reflecting the diversity of the communities it serves.
- To ensure clear accountabilities and communication within the organisation.
- To approve an annual business plan and budgets that support the achievement of the corporate strategy and plan.
- To ensure that all assets are managed efficiently and effectively, and that capacity is properly utilised. so as to maintain long term viability and sustainability of the organisation and its assets.

Establishing Constructive Relationships

- To establish a constructive working relationship with and provide support for the Executive Management Team and Managers.

- To establish a constructive working relationship with residents and ensure the views of residents inform and steer decisions and act as a reality check.
- To create a positive climate that fosters constructive challenge to assumptions about the business.
- To establish a constructive working relationship with the council which encourages confidence and robust delegation of authority.

Monitoring Organisational Performance and Development

- To set the key strategic aims and determine the strategic objectives and outcomes required.
- To oversee performance and continuous improvement to drive excellence.
- To maintain a clear service user and community focus.
- To regularly review and monitor performance in relation to plans, budgets, controls and decisions.
- To obtain and consider performance information in relation to customer and stakeholder feedback and benchmark against comparable organisations and activities.

Risk management

- To contribute to the review and evaluation of strategic risks in both the external and internal environments and receive regular reports on these and emergent risks.
- To undertake risk analysis and contingency planning, particularly in regards to significant changes.

Representing the Organisation

- To represent and to act as an ambassador for SHP as necessary at external and internal meetings and panels.
- To monitor, safeguard and enhance SHP's reputation.

Probity, Integrity and Openness

- To approve each year's accounts prior to publication.
- To obtain assurance that SHP's affairs are conducted lawfully and in accordance with generally accepted and specific standards of reporting, performance and probity.
- To respect and preserve the confidentiality of SHP's business and where necessary declare any relevant interests.

Executive and management arrangements

- To appoint (and, if necessary, dismiss) the chief executive and approve his/her salary, benefits and terms of employment.
- To ensure there are appropriate policies and systems in place to recruit, develop, retain and remunerate staff, and that workforce policies and practices support SHP's commitment to resident focus and to equality, diversity and inclusion.

4.3 Person specification

4.3.1 Independent Board Member Knowledge and Experience

- Recent and relevant experience with a background in Regeneration/Compliance/Health and Safety. Experience of ICT/digital transformation would be an advantage

In addition, the following are desirable:

- A strategic level in finance and risk management, including risk and audit matters as we will have a vacancy on our Audit & Risk Committee, is desirable.
- Understanding of the Non-Executive role and key governance duties and responsibilities either through direct experience or through working with Boards and attending Board Meetings
- Knowledge of the social housing sector, including Arms' Length Management Organisations
- An understanding of SHP's communities and local issues would be a distinct advantage

Core Competencies

- High level communication skills. able to liaise effectively with and influence a wide range of stakeholders
- Strategic thinking. guiding rational decision making to support SHP's purpose. objectives and values

Skills and Abilities

- To bring appropriate challenge to the Board & Executive Management Team and hold them to account
- Leadership Skills - leading and shaping the culture and style of the organisation
- To offer creative ideas or perspectives and spot opportunities or possibilities
- To govern - rather than manage (avoids acting operationally)
- Well-organised. manages time well and able to assimilate and comment on complex information and reports
- Able to inspire, build trust and respect from staff and Board colleagues

Personal Qualities (Behaviour and Style)

- A clear, credible and diplomatic communicator who can act as an ambassador for SHP
- Time and commitment to effectively discharge the responsibilities of the post
- An innovator, open to learning and development for staff, self and the Board
- Passionate about excellent customer service and resident involvement, especially in relation to vulnerable or socially excluded groups, or groups with particular needs
- Highest levels of personal conduct and probity, promoting openness, accountability, fairness, respect for individuals and demonstrates strong commitment to equality, diversity and inclusion

5. Terms and conditions

The role: Non-Executive Board Member, Sutton Housing Partnership

Remuneration: The role is unremunerated; all expenses and training and development are covered.

Committee: Board Members are expected to sit on the Full Board and also on one of the Board Sub-Committees.

Time Commitment: Board Members are expected to attend approximately 10-12 meetings per year and ensure that they are fully prepared for the meetings - we expect this to equate to approximately 1 day per month. Board meetings generally start at 5:30pm and last approximately 2.5 hours. Board Members are also expected to attend two Board strategy sessions per year taking place on a Saturday and some resident scrutiny, involvement or community events which can take place on evenings, weekends or within working hours.

Location: Meetings are currently taking place virtually but as restrictions ease we expect to resume meeting at our Sutton Gate Offices, 1 Carshalton Road, Sutton SM1 4LE. There is also the expectation that Board Members will attend some events in our communities.

Term: Board Members are appointed to an initial three-year term, with the potential for re- appointment based on a satisfactory appraisal and the Board's requirements.

We welcome applications from young people and minority groups who are currently under- represented to ensure that our Board reflects the profile of the local communities and the customers we serve, and we recognise the positive value of diversity and promote equality across our

6. Calendar of Board Events 2022/23

Wednesday 9th November	5:30pm - 7:30pm	Audit & Risk Committee
Wednesday 23rd November	10am - 12pm	Performance Committee
Wednesday 7th December	5:30pm - 8pm	Public Board & AGM
Wednesday 15th February	5:30pm - 7:30pm	Audit & Risk Committee
Wednesday 1st March	10am - 12pm	Performance Committee
Wednesday 15th March	5:30pm - 8pm	Public Board