



Lambeth &  
Southwark  
HOUSING ASSOCIATION



Board Chair

Recruitment Pack  
September 2023



020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

## Re: Chair of the Board, Lambeth & Southwark Housing Association

Thank you for requesting information about this exciting role. As consultants to Lambeth & Southwark Housing Association, 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 16<sup>th</sup> October 2023

**Screening Interviews:** week commencing 23rd October 2023

**First Interview:** Friday 3<sup>rd</sup> November 2023

**Final Interview:** Friday 17<sup>th</sup> November 2023

- Screening interviews will take place via Teams/by phone, with our consultant Tony Clark, Director of The Housing Executive
- First Panel Interviews will be conducted via Teams.
- Candidates shortlisted for final interview will undertake online verbal/ numerical reasoning tests and a personality exercise and are invited to have an informal conversation with the current Chair in week commencing 6<sup>th</sup> November.
- Final interviews with Lambeth & Southwark HA will be held at their offices: 21 Claylands Place, London SW8 1NL.

### **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 16<sup>th</sup> October 2023:**

By email to: [rec@thehousingexecutive.com](mailto:rec@thehousingexecutive.com)

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

If you would like to discuss any aspect of this post or the process, in confidence, please call Tony Clark or Julie Kellaway, Directors at The Housing Executive, on **020 7620 3048**.

We look forward to receiving your application.



## Letter from the LSHA Chair

Thank you for taking the time to find out more about the role of Chair of Lambeth and Southwark Housing Association (LSHA). LSHA was incorporated in 1927 and we look forward to celebrating our centenary in 2027. We have remained true to our origins of focusing on the housing needs of people in need of good quality affordable homes.

We are a small organisation, but we do not lack ambition. We have maintained an active development programme over many years, and we are a GLA investment partner. These are difficult times for our sector but the team at LSHA relishes a challenge and we are determined to remain financially strong, deliver a high quality of service to our residents and continue to grow to provide more, much needed, affordable homes.



Delia Beddis, Chair

Our Board is committed to an exciting new period of development, including the delivery of 30 new affordable rented properties in an airspace development (currently on site and due for completion soon), as well as community investment. We have begun to examine the requirements to improve the sustainability of our housing stock and move toward the target of net zero carbon emissions and reducing fuel poverty for our tenants.

Personally, I have been with LSHA since 2016, initially as a Board Member and subsequently as Chair since 2021. In line with the NHF Code of Governance, I along with two Board Members, Howard Webber and Danny Friedman will be standing down from the Board at our AGM in March 2024. We have all very much enjoyed working with LSHA over the past eight to nine years and have great confidence in the team and Board to continue the organisation's work.

We are looking for committed individuals, with strong leadership skills who understand the needs of small organisations and will be passionate about our work. The Board remains ambitious for our future, not just growth but also with regards to social and environmental impact. If you share our values and passion for housing and would like to lead LSHA on their next part of their journey, we would be delighted to hear from you.



## About Lambeth & Southwark Housing Association

LSHA is a community-based organisation that provides homes and housing services to a diverse population across three South London boroughs. People are referred to us for housing by the local authorities and by organisations for those in housing need. We own and manage about 320 homes serving diverse communities old and new. We have ten staff and have long standing relationship with a number of external partners who provide our development, legal and technical services support. We are defined by our vision to work for better housing.

### OUR MISSION:

To work collaboratively with our residents and partners, to provide homes and services we can be proud of and create communities where people feel safe and happy to live.

### VALUES:

- |                        |   |
|------------------------|---|
| <b>CUSTOMER DRIVEN</b> | We know our residents and we listen, consult and engage with them to ensure they are at the heart of everything we do and feel empowered to lead the best lives they can. |
| <b>OWNERSHIP</b>       | We 'do the right thing' for our customers and colleagues. When taking difficult actions, we are balanced, thoughtful and compassionate.                                   |
| <b>INCLUSIVE</b>       | We celebrate and draw strength from our differences. We build mutually beneficial long-term relationships and respect with our customers, staff and other stakeholders.   |
| <b>ACCOUNTABILITY</b>  | We are open and transparent and work collaboratively taking both personal and collective ownership for delivering actions and results.                                    |
| <b>CREATIVITY</b>      | We embrace innovation and new ideas to help us achieve excellence. We are ambitious for our association;  |

Our strength comes from our size and our 'one team' approach - we serve local communities and create good neighbourhoods where people are happy to live. We pride ourselves in providing quality homes at genuinely affordable rents. The value for money we offer for rents is amongst the highest within our peers.

Our aims shape our work and are summarised below:

- Provide the best service possible for our tenants;
- Encourage tenants to engage with us in an open and transparent organisation;
- Work to create good neighbourhoods where people want to live;
- Address London's housing shortage by developing new homes;
- Keep the association in good financial health;
- Ensure sound governance;
- Gain the maximum benefit from working with partners; and
- Innovate and refresh ourselves as an organisation.

**GOVERNANCE:**

We have a very strong Board from across a broad range of disciplines who understand their role to provide the strategic direction of LSHA. They are also happy to provide the senior management support on a more practical level with advice and support if requested.

**OUR FINANCES:**

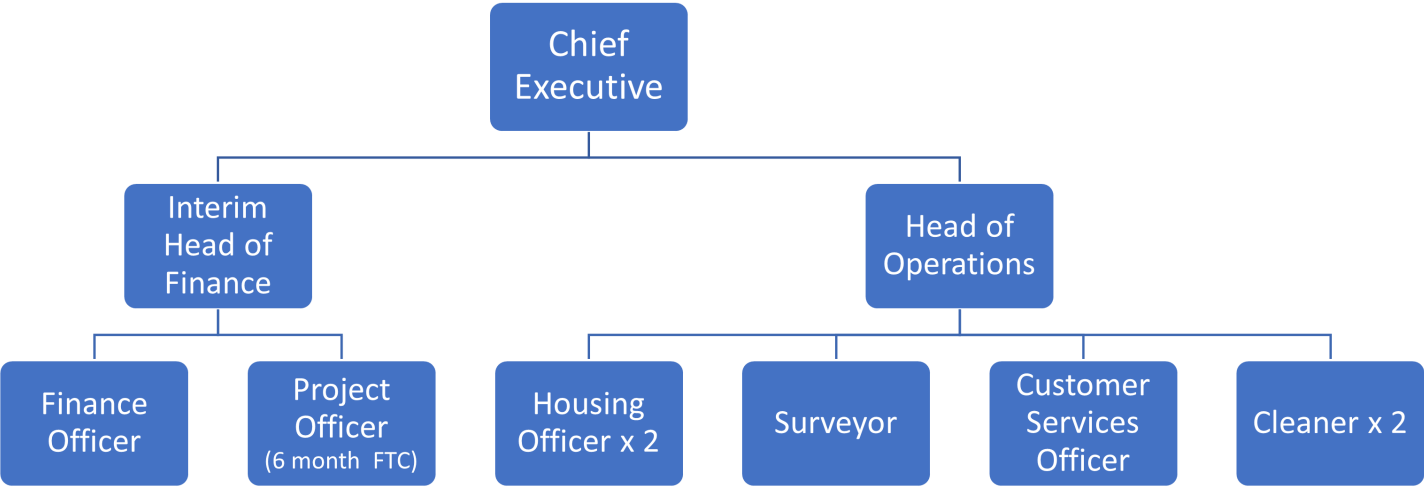
LSHA are a financially sound small association with a turnover of £2.5m, £25m of assets and an active development programme. We have a desire to grow in a sustainable way, alongside maintaining and investing in our existing properties.

**OUR DEVELOPMENT ASPIRATIONS**

Our first commitment has always been to existing tenants and investment in our existing stock but we do have an active development programme. Over the last ten years we have developed over 70 homes and due to receive handover of 30 modular airspace flats in Autumn 2023. That represents a 30% increase in our stock size.



**Staff Structure**





## Board Members Profiles



**Delia Beddis, Chair** (Planning and Development Consultant) Standing down March 2024

Delia has over sixteen years' experience in the property, regeneration and finance sectors. Delia currently works as an advisor supporting Local Authorities, developers and Registered Providers to deliver complex regeneration schemes across the UK. She has been a Board Member at LSHA since 2015 prior to becoming Chair in 2021, and has also held Non Executive roles on the Boards of non-profit making organisations focused on delivering affordable and supported housing.



**Danny Friedman, Vice Chair & Chair of the Development Committee** (Housing & social policy research director) Standing down March 2024.

Danny Friedman has a forty year career working in housing advice agencies, housing associations, local authorities, representative bodies and social research firms. This included a period as Head of Research and Director of Policy at the National Housing Federation. He now runs his own research network. He is a member of the Chartered Institute of Housing, and the Housing Studies Association. Leaving March 2024.



**Veronica Lindsay, Chair of the Audit & Risk Committee** (Housing Finance Director)

Veronica's career in Social Housing spans over 20 years, working with larger registered providers including: East Thames Housing Group, Clarion and Wandle; as well as smaller RPs holding the post of Finance Director at Ekaya Housing Association and is currently Head of Finance & IT at Hornsey Housing Trust, and is also a Finance Co-optee for Spark Inside.



**Howard Webber** (Retired civil servant) Standing down March 2024.

Howard had a career in the public sector, including spells in the Home Office and Cabinet Office and Arts Council, and as CEO of the Criminal Injuries Compensation Authority and of Postwatch. He has degrees from Birmingham, Harvard and London Universities and has a number of non-executive roles alongside chairing LSHA.



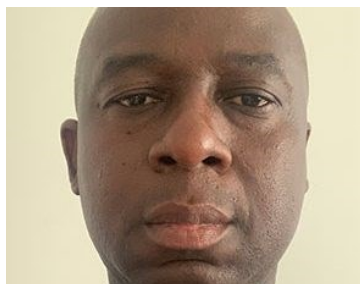
**James Cross** (Local authority development manager)

James is currently a Development Manager at the London Borough of Tower Hamlets, delivering a portfolio of new homes, one the largest local authority new-build programmes in the country. James has 15 years experience in the social housing and homelessness field, beginning in the voluntary sector at the 999 Club trust in Deptford.



**Sandra Ferguson** (Independent trainer and community involvement specialist)

Sandra was Metropolitan's Head of Communities and Regeneration where she raised nearly £2m to deliver a wide range of socio-economic programmes. This included delivering an innovative social enterprise programme to improve involvement and access to employment, education, and financial inclusion services. Since 2014 she has been a consultant and trainer in community regeneration.



**Nicholas Arthur** (Housing and asset management specialist)

Nicholas has been an operations & strategic leader for nearly 23 years working across various areas in housing including regeneration, housings and asset management, community investment & community safety.



**Rachel Askew** (Development Consultant)

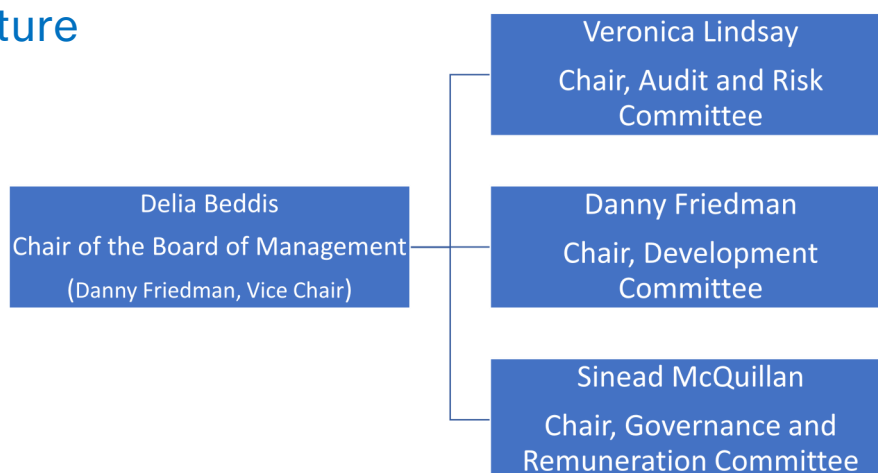
Rachel is a Development Consultant who has worked in housing for over nine years. Rachel started her career in housing on a graduate scheme at Lewisham Homes, following the completion of a BSc Psychology degree at University College London. Since then Rachel has held a variety of roles in the sector within development, asset management and major works for both Local Authorities and ALMOs.



**Sinead McQuillan, Chair of the Governance & Remuneration Committee** (Governance Specialist)

Sinead is a qualified Company Secretary with over 30 years' experience in a range of governance roles in a variety of not for profit organisations including housing providers, the housing regulator and the National Housing Federation. She also has experience of other sectors including Higher Education, Skills and Pensions. She has previous non-exec experience as a board member and Chair of Innisfree Housing Association. She is currently the Company Secretary of Be First Regeneration Ltd a subsidiary of LB Barking & Dagenham.

## Governance Structure



## Chair Role Profile

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**Remuneration:** £5,000 per annum

**Terms of Office:** The maximum term of appointment will normally be 6 years with the requirement for re-election, subject to satisfactory performance, after three years.

**Time Commitment:** Approximately 1.5 - 2 days per month.

### Principal Responsibilities

In addition to their responsibilities as a Board member, the Chair provides leadership to the Board and organisation and supports the Chief Executive to ensure that LSHA has a clear strategic direction, and that it delivers its aims and objectives in an effective and accountable manner in accordance with its purpose, vision, mission and culture. The Chair is responsible for building a strong and well-balanced Board and for ensuring it performs effectively.

### The Chair will:

- Ensure the Board maintains a strategic focus throughout its work.
- Ensure the efficient and proper conduct of the Board's business and agree with the Chief Executive the agenda for all Board Meetings, including the AGM and sign the minutes on behalf of the Board.
- Ensure every meeting has been properly convened by notice and properly constituted by the attendance of a quorum.
- Guide meetings through the agenda in the order they appear, unless modified with the agreement of the meeting.
- Provide leadership and control of Board meetings, ensuring views are expressed, keeping order, adjudicating on points of dispute and summing up 'the sense of the meeting'.
- Oversee the use of policies and procedures to deal with urgency and efficiency matters to enable the business to be carried on effectively between meetings and to ensure that the Board notes and monitors the use of such actions, at each subsequent meeting.
- Ensure that all Board Members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in accordance with the code of conduct approved by the Board.
- Ensure that the Board delegates sufficient authority to its committees, the Chair, the Chief Executive and others, to enable the Association's business to be carried out effectively, and to ensure that the Board monitors the use of these delegated powers.
- Ensure that new initiatives, changes of policy and matters which involve significant **risk** or controversy are brought promptly to the attention of the Board.

### Working effectively with others

- Establish a constructive working relationship with other Board Members and the Chief Executive, providing support and acting as a critical friend. Build good working relationships with all staff at LSHA.
- Deal with other matters specifically delegated to the Chair by the Board.



- Hold regular meetings with the Chief Executive to receive briefings on issues of policy, strategy and significant operational matters and to plan the Board's workload.
- Ensure that the Board receives professional advice when it is needed.
- Ensure, when necessary, that the Chief Executive is replaced in a timely and orderly fashion.

### **Presentation and external relationships**

- Act as an informed and influential ambassador for LSHA.
- Represent and positively promote the association, building and maintaining relationships with key stakeholders, as appropriate.
- Ensure that in consultation with the Chief Executive, the Board is involved appropriately in key appointments.
- Ensure that the Association complies with the NHF Code of Governance.

### **Appraisal and Board Development and effectiveness**

- Ensure the needs of new and existing Board members for induction, learning and support are met in an appropriate way. Develop in conjunction with the Chief Executive a Board training programme and a Board Succession Plan.
- Ensure that the performance of the Board as a whole and its individual members and Chair is appraised annually, and that effective action is taken to address any identified areas for improvement.
- Ensure that an annual review of Board effectiveness takes place together with a formal review every three years.
- Ensure the Board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other senior staff.
- Take a lead in planning and hosting Board Away Days.
- Keep under review and appraise the operation and effectiveness of the Board and committee structure and, if necessary, bring to the Board proposals for change
- Work in consultation with the Chief Executive and delegated Board Members to recruit new Board Members.

### **General**

- To ensure appropriate standards of conduct are maintained and that the Board and its members demonstrate good governance and fulfil their duties and responsibilities.
- Ensure that Board Members comply with the Code of Conduct and take appropriate action to address any shortcomings.

## Chair Person Specification

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### Knowledge and Experience

- Experience in a senior leadership role with a strong customer focused culture.
- Experience in acting as a non-executive, ideally within the affordable housing sector or charitable sector.
- Experience of working in a regulated sector
- Some experience in many of the following areas, with proven substantial experience in others:
  - ♦ Strategic planning
  - ♦ Risk management
  - ♦ Financial Management
  - ♦ Customer Service/insight
  - ♦ Change management / organisational development
  - ♦ Performance management
  - ♦ Business development
- ♦ Knowledge of the London Boroughs that we operate in would be desirable.

### Skills and Abilities

- Considerable experience and a high level of competency in the skills required to chair meetings effectively.
- Ability to create a culture of collective responsibility, encouraging debate and consensual decision making.
- Possess excellent communication and decision-making skills.
- Well-organised, manages time well and able to assimilate and comment on complex information and reports.
- Ability to develop and maintain relationships with the Board, Chief Executive and stakeholders.
- Demonstrates a strong commitment to equality, diversity and inclusion.

### Style and Behaviours

- A personal demeanour that will command the confidence of our customers and key stakeholders.
- Acts with integrity, actively promotes and support the values, ethos and aims of LSHA Homes and the services it provides and committed to the values of accountability, openness, and transparency.

## Board and Committee Meetings Dates 2023/24

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Board meetings are usually held on Teams with the aim to hold two meetings in person per year. Meetings begin at 6:00pm unless otherwise advised.

### Board

Wednesday 25<sup>th</sup> October 2023      Board

Wednesday 24<sup>th</sup> January 2024      Board

Wednesday 13<sup>th</sup> March 2024      AGM

Provisional dates for future meeting to be agreed at the October Board Meeting:

Saturday 8<sup>th</sup> June 2024      Away day

Wednesday 24<sup>th</sup> July 2024      Board

Wednesday 6<sup>th</sup> November 2024      Board

Wednesday 29<sup>th</sup> January 2025      Board

Wednesday 12<sup>th</sup> March 2025      AGM

### Audit & Risk Committee

Tuesday 26<sup>th</sup> September 2023

### Governance & Remuneration Committee

TBA at October Board Meeting

### Development Committee

Meetings to be convened as and when necessary

## Time Commitment

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Board currently meets six times a year:

- Quarterly board meetings
- Annual General Meeting;
- One Board Away Day

In addition, Board members may be expected to:

- attend various stakeholder events and activities;
- attend a minimum of one scheme visit per annum (in addition to any arranged in the margins of board meetings or away-days);
- be members of a panel that hears, and adjudicates on, tenants' complaints at the final appeal stage;
- participate in collective and individual board appraisals;
- participate in collective and personal training and development;

The Chair will be expected to meet regularly with the Chief Executive