



TENANT BOARD DIRECTOR

Recruitment Pack
July 2022



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WELCOME FROM THE CHAIR



Ian Munro
Chair

Thank you for your interest in joining the Board of South Lakes Housing as a Tenant Board Director. Below you will find the necessary information about the role, recruitment process and general information about the association and the exciting future ahead.

We are looking for experienced and talented people to join our Board and contribute to the next challenging phase in the development of the company.

Our Tenant Board Director vacancy has arisen from the imminent retirement of a long-standing Tenant Board member. Our Board operates collaboratively, with energetic and informed debates as we strive to tackle the challenges and opportunities we face.

SLH is an ambitious housing association, with over 3,500 homes, across South Cumbria and Lancashire. We have an enthusiasm to innovate, to challenge ourselves to be the best, and for our entire team to be connected in our purpose to provide quality homes which are a platform for life.

Our work on becoming more environmentally sustainable is progressing well, and we aim to be even bolder with our plans to make homes more energy-efficient. This involves using the very latest technology to reduce costs to customers whilst improving comfort and helping to reduce our environmental impact.

We are proud to have attained the top viability and governance ratings from the Regulator of Social Housing following their assessment in 2021. SLH continues to be well placed to deliver for our customers, helping to overcome the many challenges including lack of local affordable housing, cost of living crisis and climate change.

We are an enthusiastic organisation on sound financial foundations, including the recent completion of £25m additional funding to improve our existing homes and the future development of new homes.

We look forward to receiving your application and considering your interest as part of the recruitment process.

INTRODUCTION TO SOUTH LAKES HOUSING



South Lakes Housing (SLH) is the main provider of affordable rented housing in South Lakeland, Cumbria which covers 600 square miles including the towns of Kendal, Windermere, Grange-over-Sands and Ulverston. SLH provides affordable homes in parts of the Lake District and Yorkshire Dales National Parks and is also developing a growing number of homes in the Lancaster and Barrow areas.

SLH is a charitable Community Benefit Society, established in 2012 to take over the ownership and management of over 3,500 former Council homes from South Lakeland District Council. SLH had previously been an Arm's Length Management Organisation of the Council. It is registered as a Housing Association with the Government's Regulator of Social Housing (RSH).

SLH is more than a landlord and is active within the wider social and economic fabric in and around South Lakeland. As a 'PlaceShaper' we operate a community-focused social purpose business committed to providing quality homes and services. We re-invest 100% of our profits into our homes and communities and through working with local partner organisations and community groups we invest to create vibrant, sustainable communities.

The main income of the company is derived from rents and charges levied on the homes and other assets it owns. Expenditure, in the main is related to the improvement and maintenance of those homes and the management of tenancies and estates, with increasing investment in building new affordable homes. SLH is on track to deliver its ambitions to significantly increase the number of new homes it builds and is investing heavily in this activity, in addition to greening its existing homes. This relies on maintaining a strong and well-run business in order to deliver the social benefits we exist to provide. The asset value and rental income stream afford SLH good borrowing capacity and it has recently extended its borrowing to achieve its ambitions. You will find a link to the company's accounts (March 2021) and Business Strategy – Our Direction 2025, in the further information section. The three strands of our ambition is captured under the themes of:

Growing

Greening

Transforming

OUR NEW TENANT BOARD DIRECTORS



As an equal opportunities employer, South Lakes Housing is committed to the equal treatment of all current and prospective Board Members and colleagues and does not condone discrimination on the basis of age, disability, sex, sexual orientation, pregnancy and maternity, race or ethnicity, religion or belief, gender identity, or marriage and civil partnership.

We aspire to have a diverse and inclusive Board and strongly encourage suitably qualified applicants from a wide range of backgrounds to apply and join us.

Could I be a Tenant Board Member?

- Do you live in an SLH home?
- Do you believe everyone deserves a safe and secure home?
- Do you want to help build more affordable homes?
- Do you want to be a part of an ambitious organisation that cares?

If you answered ‘yes’ then you might be just the kind of person we’re looking for to join our Board. Have a look at our Tenant Board Member Pack to find out more. Whether you have previous experience or not, one thing is key – that you are passionate about helping to create a better world and are committed to our mission of ‘Quality homes, a platform for life’!

What's in it for me?

- Be a part of setting the direction for the organisation, what we invest in and how we get the right balance between improving homes, neighbourhoods and developing new housing.
- Gain a real sense of real pride and satisfaction from providing quality homes for people who need them
- Salary of £3,000 per annum
- Develop your skills and experience through training and support

Joining the Board might seem daunting, but we are happy to take as much time as possible to explain what is involved in joining so that you can consider whether it's something for you.

Further information about South Lakes Housing can be found on our website
www.southlakeshousing.co.uk

Business Strategy- [click here to view](#).
Financial Summary- [click here to view](#).



OUR BOARD

The Rules of SLH establish a Board of up to 12, 2 of which may be tenant members.

All Board Director roles are non-executive which including the Chair receive a modest payment with reasonable expenses being reimbursed, this post attracts a payment of £3000 per year. The remuneration of Board Members is currently being reviewed and revised rates are likely to apply from Autumn 2022.

The Board operates at a strategic level and delegates responsibility for the day-to-day management and running of the organisation to the Chief Executive and her team of staff. It also delegates some of its decision making and monitoring responsibilities to 2 standing Committees:-

- Audit & Risk Committee
- Development Committee

The Board meet 6 times a year, which includes 4 board meetings and 2 strategy/development days. Board meetings are usually held in person with a hybrid option available. Committee meetings may be via Teams or hybrid. Board and Committee meetings are held early evening on a weekday.



Ian Munro
Chair



Steve Bolton



Kerry Byrne



Keith Bevan
Chair of Audit &
Risk Committee



Brian
McDonough
(Retiring)



Silas Heys



John Burt
Chair of Development
Committee



Steve Bentley



Susanne
Long



George Taylor
(Retiring)



Lorraine Birchall
(Retiring)

OUR EXECUTIVE AND STAFF TEAM



Cath Purdy
Chief Executive



Richard Morris
Director of
Finance



John Mansergh
Director of
Business
Improvement



Niki Stockton
Director of
Customer
Experience



Richard Hayes
Director of
Homes

The day to day management of the business is run by the Executive Team led by Chief Executive, Cath Purdy who was appointed in July 2015. The four directorates cover the following roles: Director of Finance, Director of Customer Experience, Director of Homes and Director of Business Improvement.

The Association employs 120 people across a range of disciplines including housing management, independent living support, asset management, finance and corporate services, development and an asset management and maintenance division. Most day-to-day repairs and some planned improvement work is carried out by our in-house team which also provides services via a cost sharing group to Castles and Coasts Housing Association and management services to Lune Valley Rural Housing Association.

TRANSFORMING OUR BUSINESS



Our Transformation Journey is focused on the alignment of our People, Processes, and Technology, with customer experience improvements and culture changes at the heart, combining to deliver lasting change. Commencing in 2021, our transformation programme has reviewed all aspects of the business. We now have a clear path forward in terms of our target culture, colleague behaviours, organisational development, project implementation, data management strategy, digital workflows, technology investments, and sound financial management.

OUR CUSTOMERS



SLH continues to focus on how it engages with customers and improve involvement of, and accountability to, our tenants. It is committed to improve value for money and service delivery by better listening to tenants about the things that matter to them. We strive to 'strengthen the tenant voice' in decision making by extending engagement with tenants including; early input into policy development, better use of customer insight and social media, a tenant scrutiny group to review services and make recommendations directly to the board and supporting the complaints panel to receive direct referrals.

CUSTOMER FIRST COMMITMENT

The social housing sector is undergoing significant legislative and regulatory change, with a welcome renewed focus on customers and the reintroduction of consumer regulation. We are committed to putting customers first and providing an excellent customer experience and to ensuring we make every contact count.

SLH has recently undergone organisational redesign, with a new structure in place and a number of new colleagues have recently joined. This has included the creation of new posts of Director of Customer Experience, Customer Engagement Partner and Customer Insight Partner to support us to focus on the customer experience, listening to the customer voice and engaging customers in how we continue to improve.

Our core services include:

- Customer contact
- Allocating homes
- Maintaining estates, including landscaping and cleaning
- Repairs and maintenance – our most requested service
- Building safety
- Major improvement to homes including energy efficiency measures
- Rent collection and financial inclusion advice
- Support for older residents
- Support to resolve neighbour disputes and tackle domestic abuse
- Community activities

We are currently developing a Customer Experience Strategy, working with our Tenants' Committee, to help us deliver the changes our board and customers want to see and the regulator expects, including a customer first programme to embed the right culture, refresh service standards, develop bespoke neighbourhood plans, review our sheltered housing service offer, prepare for the introduction of new consumer regulation and Tenant Satisfaction Measures and ensure we put things right when they go wrong and learn lessons.



HOW TO APPLY

If you would like to apply to join our Board, please email your contact details, a covering letter outlining your interest in the role and any relevant skills and experience you may have or alternatively you can send your CV if preferred.

Applications should be submitted via email to: community@southlakeshousing.co.uk and must be received by 9am on Wednesday 31st August 2022.

If you would like to find out more, get some help with your application or to have an informal chat, please send your contact details to email community@southlakeshousing.co.uk and someone will get in touch!

Timetable

Closing Date	9am on Wednesday 31st August 2022
Shortlist Meeting (We will let you know the outcome of your application as soon as we can after this meeting)	2nd September 2022
Final Interviews with SLH's Tenants' Committee	Wednesday 7th September 2022



ROLE PROFILE

Post Title: Board Director

Time Commitment: Approximately 1 – 1½ days per month.

Reporting to: The Chair of the Board.

**Governance
Structure**

The Board of South Lakes Housing (SLH) has a maximum of 12 of which 2 may be tenant members. There are two standing committees of the Board: Audit and Risk and Development Committee.

About the SLH Board:

Our forward thinking and diverse Board has ultimate responsibility for setting and overseeing delivery against SLH's Business Strategy.

The Board actively works in partnership with the Executive Team to monitor performance whilst also ensuring that SLH has the resources to meet its legal, financial and other obligations.

Board Directors act for the benefit of SLH, ensuring the vision and values are defined and corporate objectives are achieved.

The Board delegates the day-to-day management of the organisation to the Chief Executive and his/her colleagues.

The main functions of our Board:

- To determine the strategic direction of the organisation by enabling compliance with core values and objectives whilst ensuring that these are communicated to key stakeholders.
- Establish forward thinking strategies, policies and plans to achieve organisational objectives.
- Support the organisation to develop and implement long-term financial plans, necessary funding arrangements and determine best use of resources.
- Establish and monitor a framework of delegation and appropriate systems of control.
- Identify and manage risks through an appropriate framework for risk appraisal and monitoring.
- Monitor organisational performance in relation to business strategy, delivery plans and budget control.
- Appoint (and, if necessary, dismiss) the Chief Executive.
- Ensure organisational affairs are conducted lawfully and in accordance with generally accepted standards of performance, conduct and priority.
- Conduct the business of the Board in accordance with the adopted Code of Governance.
- Ensure Directors of the Board comply with the Code of Conduct in all areas, especially in relation to declaration of interests, and conduct an annual appraisal of the effectiveness of the Board and each Director.

About the Board Director:

As a SLH Board Director, we would want you to:

- Act with integrity at all times, ensuring the legal obligations of the Board and the organisation are maintained.
- Be a decision maker, able to support the whole board to deliver its responsibilities and objectives.
- Act as an ambassador and take opportunities to promote, support and represent the work of SLH in a forward thinking and positive manner.
- Be an excellent communicator, able to build strong relationships with other Board Directors, Exec Team Members and key stakeholders.
- Understand the external factors that can impact on organisational and Board decisions.
- Act with the highest levels of professionalism at all times
- Ensure financial viability and manage risks.
- Pro-actively manage organisational performance, ensuring that value for money is delivered in all aspects of business delivery.

Board Director Commitment:

As an SLH Board Director we would expect you to:

- Prepare for, attend, and contribute at Board/Committee meetings by considering reports and questioning/challenging the analysis and options presented to ensure that decisions are well-founded and consistent.
- Prepare and attend strategy and training/development events
- Act as a sounding board from time to time for Executive in areas where you may bring additional challenge/expertise.
- Participate in the Board Director appraisal process, setting objectives and personal development plans.

The Governance of our Board:

As a Board we must:

- Ensure the highest standards of governance and probity are met.
- Understand and act within legislative and regulatory frameworks.
- Ensure that all information gained as a Board Director is treated in confidence.
- Seek assurance that SLH is meeting with requirements of its Code of Governance and governing documents, Company law and any other relevant legislation or regulation.

The terms of the role:

- This post is remunerated and travelling and out of pocket expenses will also be paid.
- The term of office is 3 years (reviewed annually) with a maximum 2 terms (i.e. 6 years).



PERSON SPECIFICATION



E

= Essential

HD

= Highly Desirable

D

= Desirable

Criteria	Standard	E/HD/D
Commitment	Commitment to South Lakes Housing's Vision and Values	E
Experience/ Knowledge	Experience in corporate, business or professional management with a sound awareness/expertise in governance, financial and business planning and performance management	E
	Applicants should also have experience in one or more of the following areas:	
	Strategic Leadership	HD
	Customer Experience / Excellence	HD
	General business activities	D
	Construction and building maintenance	HD
	Legal issues	D
	Development and regeneration	D
	Community development	D
	Development of partnerships	D
	Organisational development/change management	D
	Property Management	HD
	Finance and Treasury Management	D
	Procurement	D
	Marketing/Public Relations	D
	Risk Management	D
	Maximising social value	D
	Social housing sector issues	D
	Data and technological transformation	HD
	Housing issues in our operating area	D
Skills/ Attributes	Ability to challenge constructively, participate in debates and help the Board reach appropriate decisions	E
	Ability to offer sound advice and expertise to the Board	E
	Effective listening and verbal communication skills	E
	Ability to think analytically	E
	An understanding of strategic objectives	E
	The ability to manage personal and corporate relationships effectively	E
	The ability to work as part of a team	E
	Commitment to equal opportunities and diversity	E