

Gedling Homes: Non-Executive Director Recruitment Pack



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1. Welcome from the Chairs of Jigsaw Homes Group and Gedling Homes

Thank you for expressing an interest in the Non-Executive Director positions on Gedling Homes Board.

Gedling Homes is a member of the Jigsaw Homes Group and the role of Non-Executive Director provides an opportunity for you to help shape the strategic direction of that business and support the Executive Management team in helping to deliver the Board's vision.

We're currently looking for two individuals with a senior level, professional background and would particularly welcome applications from female and BAME applicants who are currently underrepresented.

Given the future focus of the Group, applicants with the following skills/expertise are seen as desirable:

Asset Management	Governance and Regulation
Business / Financial Planning	Health and Safety
Contractual Arrangements	Housing Development
Customer Care	Housing Management
Data and IT	Human Resources

We hope you are as excited as we are by the challenges of the non-executive role in helping to grow our Group. Please take the time to learn more about Gedling Homes and the wider Group by reading this recruitment pack and by visiting our website at www.jigsawhomes.org.uk.

We look forward to receiving your application.

Yours Sincerely

Fay Selvan
Chair, Jigsaw Homes Group

Tim Ryan
Chair, Gedling Homes

2. Jigsaw Homes Group

Jigsaw Homes Group was formed in 2018 through the merger of two of the housing sector's leading organisations: Adactus Housing Group and New Charter Housing Trust. Our new Group brings together 13 organisations working in unison to tackle inequality throughout the North West and East Midlands.

The principal members of the Group are:

- Adactus Housing Association Ltd.
- Aksa Housing Association Ltd.
- Beech Housing Association Ltd.
- Chorley Community Housing Ltd.
- Gedling Homes Ltd.
- New Charter Building Company Ltd.
- New Charter Homes Ltd.
- Threshold Housing Project Ltd.

3. The Group's Activities

Our members build, renovate and manage low-cost housing for rent and sale. We work to help regenerate neighbourhoods and increase life opportunities for disadvantaged individuals and communities. Our largest members are six housing associations, regulated by the Regulator of Social Housing (RSH) and legally known as Registered Providers, and our latest published ratings for governance and viability are 'G1' and 'V1' respectively.

We also provide a range of charitable and supported housing services to help people live independently and to successfully maintain their tenancies. This work is often funded through external contracts awarded to the Group's members, and delivered on a commercial basis. As part of this plan, we will be developing a new social business strategy to provide a strategic framework for this activity.

Our core work is supported by a prudent level of non-social housing commercial activity, undertaken by the New Charter Building Company. The scope of this work will be determined by a building company strategy.

Our Group was formed to deliver a business case for merger which was approved by the boards of Adactus Housing Group and New Charter Housing Trust in 2017. The anticipated outcomes from the business case are:

- A common strong social purpose with aligned vision and values extending beyond housing.
- Stronger services aligned to the needs of tenants and customers.
- An organisation with a highly engaged, motivated and skilled workforce.

- A step-change in influence and strategic impact within current areas of operation and nationally.
- Well-placed to make the most of opportunities arising from devolution, particularly in a Greater Manchester context.
- Adoption of best practice approaches to service delivery from two award-winning organisations.
- Savings of at least £3m per annum achieved within three years.
- Savings of at least £10m per annum achieved within five years.
- Additional capacity to respond to risks and opportunities arising in an uncertain environment.
- Additional capacity from efficiency savings to provide at least 130 additional new homes every year, with further capacity being generated following a future refinancing.
- Additional capacity to regenerate and invest in communities.
- A commitment to place-based working where the organisation can make a significant impact.
- An organisation with a strong community focus.

4. Vision

Our Vision is to work towards:

"A country where everyone has access to good quality, low-cost housing and is empowered to live successfully in their home."

5. Mission

We will do this by:

"Creating homes. Building lives."

6. Corporate Values

We will ensure that the following values are evident through our work:

- Empowerment
- Social Impact
- Efficiency
- Collaboration
- Innovation

7. Gedling Homes

A member of the Jigsaw Homes Group, Gedling Homes is a Registered Provider based within the Gedling Borough in Nottingham.

Created following the transfer of stock from Gedling Borough Council in November 2008, we manage in the region of 3,300 homes. These include a mixture of social housing, leasehold properties and Independent Living accommodation. Its in-house contractor, GH Response, provides extensive repairs and maintenance services to the business.

The organisation strives on providing high levels of customer service to our Customers. During our first nine years of operation, we successfully delivered a £42 million improvement programme, have built and occupied our first new homes and provided the first extra care facility within the borough. We continue to look at opportunities to grow and strengthen our brand as the leading housing provider within the borough of Gedling.

8. Gedling Homes Board

Led by its Chair, Tim Ryan, Gedling Homes Board plays a vital role in establishing a much stronger presence in the East Midlands and driving the Group's ambition to develop a clear offer in Nottinghamshire and beyond. This will help to ensure and secure a long term meaningful future, centred in the Gedling area.

9. About the Role

The role of a Non-Executive Director on Gedling Homes Board provides an exciting opportunity to lead and control that business, acting wholly in its best interests and in accordance with the vision, values and objectives set out by Jigsaw Homes Group.

The information in the following pages will help to give you an idea of what the role entails.

10. Vision and Values

The Group's mission is '*Creating Homes, Building Lives*'.

Underpinning this are five corporate values. These are:

1. Empowerment
2. Social Impact
3. Efficiency
4. Collaboration
5. Innovation

11. Key Responsibilities

The key responsibilities of a Non-Executive Director are laid out below:

	Objective	Outcomes
1	To set and oversee the long-term strategic vision and values set by the Group Board.	Uphold the vision, values and objectives of the Group. Explore new business streams, initiatives and opportunities within the Group's aim and objectives, including developing and acquisition of homes. Ensure homes and other assets are appropriately managed and maintained in accordance with approved strategies, policies and procedures. Ensure quality homes and neighbourhood services are provided to Customers through the development of local offers and by monitoring performance against national standards.
2	To approve annually the budget and business plan (within the parameters set by the Group Board), the financial statements for the association prior to publication and to satisfy itself as to the integrity of financial monitoring information.	Agree rent and service charge levels. Monitor rental income and arrears recovery action. Review financial monitoring, cash flow & covenant compliance information. Ensure Gedling Homes' resources and assets are utilised innovatively and efficiently to deliver Value for Money products and services for Customers.
3	To oversee and review the frameworks of delegation and risk management along with systems of internal control set by the Group Board which safeguard the assets of the association whilst allowing business to be effectively discharged.	Contribute to and share responsibility for the Boards decisions, including the duty to exercise reasonable care, skill and judgement. Provide constructive challenge for the Executive Management Team. Ensure internal controls are robust through the review of audit plans/reports, policies & procedures. Contribute to and review the risk management framework for Gedling Homes. Contribute to the development of clear Financial Regulations and a Scheme of Delegation.
4	To scrutinise and evaluate performance management information to ensure the work of the Gedling Homes meets the needs of its Customers and any targets or expectations set by the Group Board.	Agree reporting frameworks and key performance indicators which challenge and drive continuous improvement. Promote and embed Value for Money principles. Provide leadership by operating in an open and transparent manner which demonstrates accountability to stakeholders. Establish and monitor communication, scrutiny and feedback

		with key stakeholders.
5	To ensure compliance with the governance framework set by the Group Board and all statutory and regulatory requirements.	Ensure the association operates in accordance with its constitution, terms of reference and the terms of the Intra-Group Agreement Monitor compliance with all regulatory requirements (Homes England & National Housing Federation) and promote the adoption of best practice across Gedling Homes. Ensure compliance with all applicable legislation (e.g. Companies Act, Equality & Diversity, Health & Safety) Uphold the Group's core policies.
6	To be a proactive member of the Board by continually seeking to improve and develop your own skills, knowledge and performance and that of the Board as a whole.	Prepare for, attend and contribute constructively at Board Meetings and Board Training events. Actively participate in appraisals and evaluate individual and collective performance against agreed roles & responsibilities. Develop constructive working relationships with peers, Executive Directors and key stakeholders representing the Group/association where appropriate at authorised events. Complying with the Group's Code of Conduct for Board Members; in particular the requirements around confidentiality and conflicts of interest.

12. Competency Profile

The Group believes Non-Executive Directors should demonstrate the following competencies:

Analysing and Scrutinising	Demonstrates the ability to analyse and scrutinise data to determine key issues.
Applying Specialist Knowledge	Applies specialist knowledge appropriately in a range of contexts.
Directing Strategy	Takes a strategic outlook and shows willingness to take calculated risks by identifying new opportunities and any associated long-term implications.
Group Decision Making	Makes reasoned appropriate, constructive contributions and listens to the views and contributions of others, ensuring decisions are taken with integrity and in good faith.

Leading and Motivating	Demonstrates commitment to the values of the organisation by setting and maintaining high standards and developing positive working relationships.
Personal Development	Demonstrates and retains learning and is in touch and up-to-date with relevant issues.
Representing	Creates or maintains a good image of the organisation both internally and externally when attending events and communicating with others.
Self-Management	Attends and prepares for meetings demonstrating enthusiasm and commitment to the work of the Group and shows respect for others.
Team Working	Supports the Board's aims and goals whilst developing respectful, constructive, relationships. Does not dominate discussion and debate.

13. Skills and Attributes

All Board Members are expected to have the following essential skills and abilities:

1. To work as part of an effective team.
2. An understanding of the needs and aspirations of our Customers and the wider community.
3. An understanding of the external factors which influence the Group's work; such as financial markets and political agendas.
4. Strategic business, finance and/or management skills.
5. In addition to those highlighted in the Welcome from the Chair, other relevant or specialist skills, such as commercial operations, specialist finance, investment, risk management, legal, change management, social services and/or business development; which may assist you in your role.
6. Effective communication skills and the ability to focus on the key issues facing the organisation.
7. The ability to foster a culture that enhances commitment, enthusiasm and excellent performance from Gedling Homes' employees.
8. A commitment to inclusion and diversity.

Board Members are also expected to uphold the following seven principles of public life, which underpin good governance:

Selflessness: You should make decisions based on the Group's best interests and not in order to gain financial or other benefits personally or for your family or friends.

Integrity: You should not place yourself or the Group under any obligation, financial or non-financial, to outside individuals or organisations that might seek to influence you or the Group in the performance of official duties.

Objectivity: You should ensure impartiality in the delivery of services including the appointment of staff, the awarding of benefits or the awarding of contracts. Choices should be made on merit alone.

Accountability: You must be accountable to the Group's stakeholders for the Board's decisions and actions.

Openness: You should be as open as possible about the decisions and actions you take and the reasons for your decisions. Information should only be restricted where commercially sensitive or where it may infringe on a person's right to confidentiality.

Honesty: You have a duty to declare any private interests relating to your duties and to take steps to resolve any conflicts arising in a way that protects the Group's reputation and values.

Leadership: You should promote and support these principles through leadership and example.

14. Pay and Expenses

The Group compensates Non-Executive Directors for the services they provide and the time they commit to their role. It is also the Group's policy to reimburse Board Members for reasonable out of pocket expenses incurred in connection with their official duties for the Group or subsidiaries.

The current payment level for a board member is: £4,500.

Receipt of payment in no way constitutes employment by the Group and you are not eligible for auto-enrolment in the Group's pension scheme(s).

It is your responsibility to ensure you declare any payment you receive or are entitled to receive to the relevant authorities / agencies.

15. Application Process

To apply for a Non-Executive Director position, please download, complete and return the application form.

We also request that you complete an Equal Opportunities Monitoring Form which is available to download in Word format.

Completed application forms should be returned by **5pm on 2 July** to:

Group Company Secretary, Cavendish 249, Cavendish Street, Ashton-under-Lyne, OL6 7AT or governance@jigsawhomes.org.uk with ‘Non-Executive Director Recruitment’ in the subject line.

16. Assessment and Selection Process

All applications will be considered and assessed against the current skill requirements and competency profile in order to select an initial short list of candidates. If you have been successful at this stage, we will contact you via telephone / email.

If you don't hear from us it means that whilst we appreciated your interest, your application was unsuccessful. Unfortunately we are unable to give feedback on applications.

17. Recruitment Timetable

Stage	Date
Closing Date for Applications	5pm on Monday 2 July 2018
Shortlisting	Commencing 9 July 2018
Anticipated date for interviews	Tuesday 17 July 2018

18. Further Information

If you have queries about the position or the selection process please contact:

Brian Moran

Jigsaw Group's Company Secretary

t: 0161 331 2000

governance@jigsawhomes.org.uk

19. Advertisement

Get on board with us!

We are recruiting non-executive directors
for our board in Gedling.

For more information please visit:
www.jigsawhomes.org.uk/vacancies

**Creating homes.
Building lives.**



20. Jigsaw Homes Group Structure



Creating homes. Building lives.

Jigsaw Homes Group Ltd.
Cavendish 249
Cavendish Street
Ashton-under-Lyne
OL6 7AT

0300 111 1133
www.jigsawhomes.org.uk
info@jigsawhomes.org.uk

Regulated by the Regulator of Social Housing Registration No. LH 4345