



BOARD MEMBER RECRUITMENT PACK



Pride. Quality. Integrity. Innovation.

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Gloucestershire business awards WINNER

LGBTQ+ HOUSING PIONEER

WOMEN IN HOUSING AWARDS

HOUSING HEROES AWARDS

26 June 2023, Manchester Central

WINNER

INSURE BUSINESS

inclusivity works
GLOUCESTERSHIRE INCLUSIVE EMPLOYER

PROUD to display the BADGE
COMMITTED

THE ADVERT



Flexible with mix of online and in person meetings in Gloucester



£4,500 per annum and relevant training



Approx. two evenings per month plus preparation time, and up to four strategic planning days per year

At Gloucester City Homes, we support approximately 12,500 customers in around 5,000 homes in Gloucester, the city and its people are everything that we're about. We're one team with a focus to provide safe and secure homes where people in our community can thrive.

Do your values and motivations align with our purpose? Do you think you can bring a different perspective to our boardroom? We're seeking individuals who'd like to help us build on what we've already achieved, by joining as Non-Executive Directors on our Board and relevant committees.

You'll ideally bring knowledge across one of the following areas: Risk, Governance & Assurance; Customer Centric, Repairs, Maintenance and Regeneration; or People and Culture alongside a passion for Gloucester. You'll use your knowledge to effectively challenge and positively impact on our work in these areas. We'd love to hear from people with lived experience in the social housing sector, or from a group that is underrepresented on boards, such as people with a disability.

Maybe this feels like you, but you think you don't fit the mould of a 'typical Board Member'? If so, you're likely to be just who we're looking for. Diversity is key to the success of our organisation and our board is no different. It's vital to us that our board represents the diverse backgrounds and communities which our customers are from.

An understanding of, and interest in, the housing sector, and regulatory context in which we operate, would be useful, but isn't essential. Training and support will be provided. What is key, is keeping customers at the heart of our strategic decision making, with our values of Pride, Quality, Integrity and Innovation particularly resonating with you.

Why us?

You may have sensed that we're not just any social housing provider. We look to do things differently to achieve our commitment to building a healthy, vibrant and inclusive organisation that treats people with respect and creates opportunities for all.

We have strong community roots and an ambitious five-year strategy, which we're refreshing right now. In the last year we've undergone significant change in our operating environment, regulatory framework and with the needs and expectations of customers and colleagues.

Our Governance structure is key to enabling us to continue to excel and support our vision of building homes and communities where people can thrive.

YOUR APPLICATION

We're really pleased you're interested in one of our Board Member opportunities, available following the imminent retirement of three Board Members.

Whether you bring expertise in Risk, Governance & Assurance; Customer Centric, Repairs, Maintenance and Regeneration; or People and Culture you can be sure you'll make an impact in what we (and our awards!) say is a special place at the heart of our community.

On the following pages you'll find information about GCH, which will provide you with a good overview and help you complete your application.

We're interested to know about you, your skills and knowledge, and your motivations and how these align with our vision and values.

To help demonstrate this, please provide a CV and Personal Supporting Statement. Should you wish to provide a video supporting statement instead of written, please ensure that the video is no longer than 3 minutes, and is provided to ourselves via an accessible link, for example, on Dropbox or a private link on YouTube.

It's important to us that our board represents the diverse backgrounds and communities which we serve. We're not there yet in reflecting the wider organisation and our community on our board, and this is something we're committed to addressing. Please let us know if you require any reasonable adjustments during the application process, including this document in a different format.

Closing date: Friday 1 November

We'll complete shortlisting throughout the period of the advert, so the closing date may be brought forward if a suitable candidate is found. So do send us your application at your earliest possible convenience.

Interviews

- First stage interviews **Monday 4, Thursday 7 and Monday 11 November**, via Teams
- Final interviews in person on **Monday 18 November**, at our Gloucester Hub

If you're not available on these dates, please let us know as part of your supporting statement.

Meetings

You'll officially join the board on Wednesday 1 January 2025. We're keen that new Board Members join us to observe our Strategic Planning & Development Day on **Wednesday 11 December 2024**.

We look forward to discussing this opportunity with you further.

Best wishes,





REBECCA ANDREWS
Company Secretary

WELCOME FROM THE CHAIR

I'm delighted you're considering joining our Board. This opportunity comes at an exciting time. We've recently refreshed GCH's governance arrangements, to better respond to ongoing changes, challenges and opportunities, in our operating environment. These updates will help us meet the evolving needs and expectations of our customers and people, while staying aligned with regulatory requirements.

These vacancies have arisen through natural renewal, as part of our ongoing succession planning. As well as sitting on the GCH Board, you'll join two committees relevant to your experience. We're currently seeking exceptional candidates to join four of our existing committees:

<p>Audit, Risk & Assurance Committee </p> <p>We pride ourselves on being a well governed organisation with arrangements in place to meet all relevant legal and regulatory requirements.</p> <p>Our Audit, Risk & Assurance Committee is responsible for advising and providing assurance to the Board on the adequateness and effectiveness of internal controls and corporate governance.</p> <p>This ensures GCH is operating at an appropriate level of risk and is compliant with the Code of Governance, legislation and regulatory requirements.</p>	<p>Customer Experience Committee </p> <p>We've always put customers first, and we're focused on understanding their diverse needs and aspirations.</p> <p>By using data, customer insight, journey mapping and best practice from beyond the housing sector, we aim to engage with customers more proactively and effectively.</p> <p>We're looking for someone with strong experience in the design and delivery of market-leading customer service, to help shape and deliver that aspiration.</p>
<p>Colleague & Culture Committee </p> <p>We're ambitious to be a local employer of choice, recognising that having an exceptional colleague experience can help us deliver an exceptional customer experience.</p> <p>We're equally passionate about equality, diversity and inclusion, committed to ensuring our whole organisation reflects the communities we serve, and we use our influence to tackle inequality within those communities.</p> <p>Our Board has a critical role in setting and delivering the organisational culture and we're looking for a passionate and committed innovator and influencer with contemporary HR / People experience.</p>	<p>Homes & Communities Committee </p> <p>We're committed to providing our customers with warm, safe places they can call home. Whether that be through planned maintenance and repairs of existing stock or development of new homes.</p> <p>As a member of our Homes & Communities Committee you'd be providing assurance to the Board on the adequateness and effectiveness of arrangements in place to deliver our asset management, sustainability, development and regeneration programmes in line with the agreed business plan.</p>

The Board is committed to the continuous improvement of our organisation and customers' homes, and services. We value challenge that supports high quality debate and have a strong culture of openness. We encourage diversity in the voices around our Board table, to ensure our decision making continues to be informed by the experiences of our customers and colleagues.

If you can relate to our vision and values and your experience aligns with what we're looking for, I'd love to hear from you and understanding more about your offer.

Very best wishes,



MARIA BOND
Chair of the Board

BOARD AND COMMITTEE STRUCTURE

Our Board is currently made up of ten non-executive directors (including two GCH customers) who provide strong, focused governance on behalf of our customers. They bring independence, impartiality and a breadth of experience and specialist knowledge to the organisation.

Our Board is served by four committees:



Our subsidiary company, Nerva Homes Ltd provides design and build services to GCH, with a view to creating efficiencies with any future savings channelled to support the GCH's core charitable objectives.



MARIA BOND
Chair of the Board



TIM JACKSON
Board Member



DAWN BARNES
Board Member



LIAM KELCH
Board Member



JESSE FAJEMISIN
Board Member



MILLA MAZILU
Board Member



JENNIFER GRIFFITHS
Board Member



PAUL ROBERTS
Board Member



ALAN INMAN-WARD
Board Member



MATTHEW SANDS
Board Member

EXECUTIVE & SENIOR LEADERSHIP TEAM

The Board is supported by our Chief Executive and an executive of two directors. A senior leadership team provides oversight and management of our front line and support services.



ANNE SOUTHERN
Executive Director,
Business Resources



GUY STENSON
Chief Executive, GCH



MICHAEL HILL
Executive Director,
Customer Experience

Our **Senior Leadership Team** provides oversight and management of our front line and support services.



REBECCA ANDREWS
Company Secretary

CHARLIE MOREFIELD
Director of People
Culture & Communications



LEE DUTY
Director of
Homes & Sustainability

ANDREW PICKERVANCE
Director of Finance



PAUL HAINES
Director of Data
Systems & Change

NATALIE THELWELL
Director of
Housing Operations



ROLE AND RESPONSIBILITIES

Role Profile - accountable to GCH Board Chair

Overall purpose

- Contribute your experience and expertise to help shape GCH's strategy, direction and control in the interests of our customers, service users and the wider community
- Implementation of strategies and policies is delegated to Executive Leadership Team

Key accountabilities

- Has ultimate responsibility for the governance of GCH
- Determines strategic direction and policies
- Oversees the controls, assurance and risk management framework that ensures we achieve our strategic aims and objectives
- Support the Chair in providing strategic leadership and share responsibility for Board decisions
- Act only in the interests of GCH, putting the interests of GCH before personal or outside interests

Leadership and direction

- Set and monitor strategic direction, making sure plans are financially viable and effectively delivered to ensure long-term success
- Set and ensure compliance with our values, vision, mission and strategic aims
- Establish a positive culture focused on the needs of current and future customers and key stakeholders
- Demonstrate a clear and active commitment to achieve equality of opportunity, diversity and inclusion in all our activities, as well as in the Board's own composition
- Provide oversight, support, direction and constructive challenge to the Chief Executive and other executives
- Maintain a clear customer and service user focus, encouraging and supporting our customers to engage with, influence and contribute to our strategic decision-making
- Create a positive climate within the Board, which fosters constructive challenge to any assumptions about GCH



Probity and integrity

- Approve each year's audited Financial Statements prior to publication.
- Obtain assurance that our affairs are conducted lawfully and in accordance with generally accepted and specific standards of reporting and performance, including our chosen National Housing Federation (NHF) Code of Governance 2020, NHF Code of Conduct 2022 and probity policies
- Have systems in place to identify, declare, record and manage any actual, potential and perceived conflicts of interest
- Comply with all legal, statutory, regulatory and constitutional requirements
- Regularly consider our future corporate structure and make decisions in the best interest of our customers
- Hold to account the organisation's subsidiary boards, committees and senior staff for the exercise of any powers delegated to them
- Agree role profiles and remuneration of the Chair, Vice Chair, Committee/Subsidiary Chairs and other Board Members
- Review Board composition, a framework of delegations to committees and succession plans regularly
- Appoint (and, if necessary, remove) the Chair

Transparency and openness

- Take decisions that maintains trust and upholds our reputation
- Have systems in place that are open and transparent to our customers, regularly publishing information about our performance and our services
- Obtain and consider performance information in relation to customer and stakeholder feedback and benchmark against comparable organisations and activities

Ambassadorial role

- Promote GCH at key events and other meetings
- Establish constructive, high-quality relationships, with key current and potential partners and stakeholders
- Monitor, safeguard and enhance our reputation

Executive and management arrangements

- Appoint (and if necessary, dismiss) the Chief Executive and other executives and approve their salary, benefits and terms of employment
- Ensure accountabilities are clearly defined
- Ensure there are appropriate policies and systems to recruit, develop, retain and remunerate staff
- Have systems that provide insight into the views of staff, such that their opinions and needs are understood, and influence the Board's decisions as appropriate
- Ensure clear and well-publicised arrangements for members of staff and others associated with the organisation, to raise confidential concerns



PERSON SPECIFICATION

Our values are embedded into our expectations for this role:

PRIDE

- Share our mission, vision and values
- Understand our various customer groups, focusing on the needs and priorities of customers
- Effective communication and engagement approaches
- Insight into the socio-economic needs of the city and county
- Pride in contributing to the success of the city, county and Southwest region
- Commitment to develop partnerships and relationships that support delivery of our organisational strategy
- Willingness and ability to govern within our culture and operating environment

QUALITY

- Transferable experience in the private, public and charity or social enterprise sectors
- Self-managing, taking ownership of own personal development
- Personal and professional credibility that'll command confidence at all levels
- Willingness to commit to the time commitment for the role
- Influence through persuasive contributions, respecting the voices of others
- Lead and motivate to influence the success of the organisation
- Work as part of a team, working collaboratively with colleagues and promoting positive working relationships

INTEGRITY

- Awareness of equality, diversity and inclusion that meet customer needs and informs the work of the Board
- Strong sense of probity and personal integrity
- Appreciation of a robust approach to corporate governance standards and practice
- Think strategically
- Effectively analyse information in different formats, interpret results and provide robust and constructive challenge.
- Evaluate risks and likely outcomes in decision making

INNOVATION

- Champion innovation
- Open to new perspectives and ideas
- Demonstrate ability to constructively challenge the status quo
- Inquisitive and open minded
- Able to spot opportunities to do things differently, to look through different lenses and to learn from different environments
- Interest in the strategic challenges and opportunities for the social housing sector

KEY TERM AND CONDITIONS

Remuneration

The annual remuneration for the Board Member role is £4,500 (exclusive of reasonable expenses).

The appointment

The term of office is usually two three-year terms. Members must be reappointed at the end of their first three-year term, subject to a review of performance and Board skills and knowledge requirements.

Time commitment

Time commitment for the role will be approximately up to two days per month. This will be variable. This includes preparation for, and attendance at, the following meetings **annually**:

- Eight Committee meetings
- Four Board meetings
- Up to four Strategic Planning and Board Development days

Meetings will be both virtual and face-to-face, with a mix of evening and daytime commitments. Our Board is mindful of being flexible to support members.

In addition, the postholder will need to maintain regular contact with other Board and Executive colleagues as part of the role.

Location

Our GCH Hub is based at Railway House, Bruton Way, Gloucester, GL1 1DG. The location of the role is flexible and dependant on whether face-to-face or virtual. The Board will occasionally review the approach to meetings and are committed to ensuring our approach promotes accessibility and transparency. We are happy to provide further information about the accessibility of our office and what to expect before your first visit to us – please just ask.



GCH BOARD MEETINGS CALENDAR 2025



KEY

- Board Performance Meeting - MS Teams**
AM (8.30-11.30) PM (5.30-8.30)
- Board Business Planning Workshop**
MS Teams (6-7pm)
- Strategic Planning & Development Day**
In-person (9am-4pm) location TBC
- Nerva Homes Board**
MS Teams (6-7pm)
- Customer Experience Committee**
GCH Hub (6-8pm)
- Audit, Risk & Assurance Committee**
MS Teams (6-8pm)
- Homes & Communities Committee**
MS Teams (6-8pm)
- Colleague & Culture Committee**
MS Teams (6-8pm)

*17 March - meal with overnight stay

JANUARY

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