



Board Member Recruitment

May 2017



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Dear applicant,

Crown Simmons Housing – Board Member Recruitment

Thank you for your interest in this position. Enclosed is the information you will require to assist you in completing your application.

To apply please can you:

- Provide an up-to-date CV which shows your full career history– we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification and competency requirements – we recommend that this should be a maximum of around three pages;
- Complete the declaration form; and
- Indicate in the declaration form if there are any dates in mid/late June or July when you would not be available for interview.

Please note that applications can only be considered if all the documentation is completed.

However, it is not mandatory to complete the equalities section within the declaration form. The information requested is for monitoring purposes in line with our commitment to equality and diversity, and will not affect the outcome of your application.

Once complete, please send your application by the deadline, preferably in MS Word format, by email to recruitment@crownsimmons.org.uk or by post to:

Crown Simmons Board Recruitment, First Floor Aissela, 46 High Street, Esher KT10 9QY.

Due to postal unreliability we recommend you e-mail your application to us wherever possible to avoid missing the deadline.

Applications must be received by **5pm on Wednesday 31 May 2017**. If you are successful in being shortlisted it is likely that interviews will take place in mid/late June or July so please make clear in your application any dates where you will not be available.

It is your responsibility to ensure that we have received your application. If you do not receive confirmation of receipt of your application from us within 24 hours of sending, please call 01372 461 440 to ensure it has arrived. You should also ensure that you use a secure email address from which to send your application, as our system will filter out emails if it believes them to have been sent from unsecured sites that are often used to send spam emails. In order to avoid last-minute IT issues, we also ask that you allow yourself ample time to submit your application in advance of the deadline.

Details of the selection process can be found on **page 17 of this pack**.

Please do contact me if you wish to have an informal discussion about the role or if you have any questions on 01372 461 457.

I look forward to hearing from you.

Kind regards,

Paul Yates

Chief Executive

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Further information can be downloaded from our website:
www.crownsimmons.org.uk

Welcome letter

Dear Applicant,

Recruitment of Board Members

I'm really pleased that you have shown an interest in joining the Board of Crown Simmons Housing. We own and manage just under 700 homes mainly in North Surrey and London and our origins can be traced back to 1959. We are considered a 'smaller' housing association in regulatory terms but have ambitions to continue to grow and provide even better services for our residents.

The Board meets formally 5 times a year in the evenings at our office in Esher, Surrey, and we also hold two Strategy ½ Days off site. Members are expected to also sit on one of the committees – Audit & Risk and Governance & Remuneration – which meet approximately quarterly, as well as occasional time-limited Board Task & Finish Groups.

We now have a vacancy due to the retirement of one Board member who will reach the maximum 9 years' service in September. In addition, two other members of the Board have indicated that they will be stepping down later this year due to other commitments, therefore we are looking to recruit up to three new members from this recruitment round.

The Board is keen to ensure that members bring to the Board the required range of skills in all areas of the business. We are particularly looking to recruit a new Board member with current senior financial experience – particularly around audit and treasury. In 2016 the Board made the decision to move to a smaller Board of up to 9 members with the potential for executive membership.

All Board members at Crown Simmons serve a maximum term of 9 years – 3 terms of 3 years. You would be initially appointed as a 'co-optee' and, following completion of a satisfactory probationary period would normally be appointed formally to the Board at the Annual General Meeting.

Previous experience of being on a Board is not necessary but your ability to demonstrate the skills and experience that we need is essential. If you are successful we will ensure that you are provided with training and mentoring in order to fulfill your obligations as a Board Director.

The positions are currently unpaid with all members being able to claim out of pocket expenses. However, the Board will be reviewing its position on remuneration later this year.

I hope the information pack we have prepared gives you enough background information to put in an application. If you would like to discuss anything further about this opportunity please contact our Chief Executive, Paul Yates, on 01372 461457.

Yours faithfully,

Alfons Dankis

Chairman of Crown Simmons Housing

About Crown Simmons

Crown Simmons Housing was formed by the merger of Rosemary Simmons Memorial Housing Association and Crown Housing Association on 1 August 2014.

Crown Simmons Housing is the Trading Name for Rosemary Simmons Memorial Housing Association which is a charitable industrial and provident society registered under the Co-operative & Community Benefits Societies Act 2014 (Soc. no.15355R) and registered as a housing association by the Homes and Communities Agency (no.LH1026).



We own and manage approximately 700 properties across parts of Surrey, London and the South coast. A key driver for the merger was to offer enhanced services for residents, as well as the capacity to develop and acquire new homes.



We have a voluntary Board of Management which meets at least six times a year. There are two committees which meet to consider issues in more detail: Governance & Remuneration and Audit & Risk.

In recent years we have been successful in receiving funding from the Government, via the Homes & Communities Agency, as well as from our local authority partners, to build a number of new homes.

We are members of the Wayfarer development consortium which comprises a number of large and small housing associations based in the South East. Wayfarer acts as the conduit for our development funding from the Government.

We are currently working on plans to develop two sites in our ownership which would see the development of 39 new homes and have capacity in our Business Plan to fund up to 130 more homes over the next 5 years. We expect to go to the market this summer for at least £10m of additional funding to support our growth plans.

Where are our properties?

Crown Simmons has properties in the boroughs of Elmbridge, Guildford, Runnymede, Kingston-upon-Thames, Islington, Sutton and Greenwich.

Our sister organisation, the Fellowship Houses Trust has properties in the Brighton & Hove, Worthing, Woking and Adur. We also manage sheltered housing for a charity in Barnes (the Barnes Workhouse Fund) and for another very small housing association in Weybridge.

We also provide management services for organisations such as the Merchant Taylor's Company (one of the twelve City Livery Companies), and Surrey Police.



Most new residents are referred to us by local authorities, but we also hold a waiting list for sheltered housing applicants.

How many staff?

Crown Simmons employs 22 staff; the majority are based in our Esher office and some at our seven sheltered housing schemes. Our Leadership Team comprises a Customer Services Director and Finance

Director reporting to the Chief Executive. We are a small organisation and work very closely together. Many of our staff work part-time, allowing us to maximise the talent available to us.

Our Mission

To develop a range of homes and services for the benefit of lower to middle income people who are unable to access housing through the normal market process.

Our Vision

To be a top performer with a strong reputation for innovation, delivery, value for money and excellent services for customers.

The Board recently approved a new Strategic Plan 'Better, Stronger, Smarter' for the period 2017-2021 and this will be published on our website shortly.

Our Values

We believe that our values can be summarised as follows:

- Value for Money
- Innovation
- Delivery
- Customer Focus
- Collaboration



The Board of Management

Alfons Dankis

BA(Hons) CPFA | Chairman

Al has nearly 35 years experience in the housing sector and acted as Group Finance & Planning Director of the Guinness Partnership for 20 years before retiring in 2010. Al is a Board Member of Wandle Housing Association and sits as a member of the Audit Committee at Sovereign Housing Association.

Diane Lennan

MA (Strategic HR) | Deputy Chair

Diane has extensive executive experience within the commercial, service and not for profit sectors of people, customer service and operations. A Management Consultant who now provides clients with support for transformational change and organisational development.

Stephen Cooper | Chair of Audit & Risk Committee

LLB Solicitor (non-practising) MCI Arb FRSA

Advisor with Institute of Directors' Advisory Service, Ombudsman and owns and runs business consultancy. Previously ran own practice as a solicitor and is a former partner at leading law firm, advising the NHS and other organisations.

Robin Fielder | Chair of Governance & Remuneration Committee

Robin was until recently Managing Director of Wokingham Housing Ltd. Former Chief Executive of Bush Housing Association and the Dolphin Square Foundation.

Chris Clarke

B.Com (Hons) CA

Director of Finance for a London-based charity supporting a wide range of people across the capital. Experienced in housing regulation for the housing regulator in Scotland and has worked in a number of Registered Social Landlords.

Helen Edwards

MBA CIHM

Housing professional with over 10 years' experience in supported housing management, operational management, service design and project consultancy. Recently shaped the Asset Management and Business strategies of a number of housing providers across the UK.

Anil Majevalia

Anil works as a Senior IT Professional with a background in housing, the commercial and corporate sectors, providing strategic IT leadership to organisations. Anil has over 20 years experience in the Housing Sector, and has held senior positions within large housing groups with portfolios for Customer Service, IT, Performance Management and Corporate Services.

Rob Webber

Rob is an experienced Executive and Non-Executive Director with a focus on customer service, service quality and all things IT and digital.

Rob's career has spanned private, public and not-for-profit sectors. He spent 8 years in manufacturing in the UK and USA followed by 5 years in sales and marketing in the UK, USA and Far East. Rob then helped to prepare a Government Agency for privatisation before moving on to become Operations Director for an IT/Systems company with responsibility for several locations across Europe. Latterly Rob was Executive Director in a 17,000 property Housing Association. He improved efficiency through novel IT solutions to increase the financial capacity to build more affordable rented homes in Dorset and Devon.

Nick Williams

BSc(Hons) MRICS

Chartered Surveyor with extensive experience in mixed-use property development across a range of tenure types. This has included high value residential, mass market housing and affordable housing both social rent and intermediate for sale. Nick is currently Operations Director for Pocket Living.

Role profile – Board Members

Purpose of role:

The Board is collectively responsible for ensuring the success of Crown Simmons and ensuring its compliance with all legal and regulatory obligations by setting and monitoring the strategic direction and vision of the organisation. The responsibilities of Board Members as individuals are set out below.

Roles & Relationships

To maintain good relationships with other members of the Board, the Chief Executive and other key members of staff and with external stakeholders, particularly the residents of the Association, the Homes and Communities Agency, The Charity Commission and related statutory agencies

Core Tasks & Responsibilities

Leadership:

- To provide leadership for both the direction and control of Crown Simmons, both on the Board and as a member of the Board's committees. To set the vision and values and ensure that obligations to stakeholders are understood and reflected in strategy and policies.
- To provide leadership on equality and diversity matters, ensuring this permeates throughout all of the Board's work and responsibilities.

Governance:

- To contribute to ensuring compliance with Crown Simmons' M&A, financial regulations, standing orders and delegated authorities.

Strategy:

- To set both the short and long term objectives for the organisation and to determine the strategic aims and outcomes required.
- To ensure that the interests and needs of the Association's current and future residents are considered in all matters

Financial performance:

- To ensure that Crown Simmons operates in line with its financial regulations, ensuring sound financial control.
- To ensure that the Board maintains robust financial oversight, and is accountable for maintaining budgets.

Performance of the Board:

- To contribute to ensuring that the Board's business is conducted efficiently and effectively through a framework of delegation and systems of internal control.

- To contribute to the implementation of frameworks for effective financial control and identification and management of risk; and
- To ensure that the Association's assets are maintained to a high standard.

Focusing on organisational performance:

- To contribute to overseeing organisational performance and continuous improvement, ensuring the organisation is managed efficiently and effectively.
- To scrutinise and review performance against agreed targets and budgets; also in respect of customer feedback and the performance of comparable organisations
- To enable the achievement of those objectives through appropriate delegated authorities, operational procedures and the employment of staff with appropriate skills. ; and
- To read and digest reports prepared by staff and advisors and contribute to appropriate debate of key issues amongst Board members;

Maintaining good relationships with staff:

- Build and maintain effective and constructive working relationships with the Chief Executive and other senior staff.
- Contribute to ensuring that the Board as a whole acts in partnership with senior staff.

Representing the organisation:

- Act as an ambassador and representative for the organisation, upholding the reputation of the organisation and its values, objectives and principles.
- Network and promote the achievements, purposes and benefits of the organisation.

Adding value:

- Be familiar and keep up to date with sector issues.
- Role model good governance practices and behaviours.
- To attend regularly and contribute to Board of Management and Committee meetings and to review the performance of the Board of Management.
- To be a good employer
- To attend training, functions and other meetings from time to time in the interests of the Association
- Accept collective responsibility with other members for Board decisions.
- Declare any relevant interests and avoid conflicts of interest.
- Respect the confidentiality of information presented.
- Uphold the Association's chosen Code of Governance and the Association's own Code of Conduct.

Person specification – Board Members

Values and Engagement

A commitment to the value of Crown Simmons and to engagement of tenants and residents (ability to engage effectively with a wide range of different stakeholders).

Strategic direction

Ability to think and plan ahead, to develop a clear vision, balance needs and constraints, with evidence of undertaking this at a board level.

Holding to account

Ability to accept accountability for board performance, to probe and challenge constructively, and an ability to hold the CE and executive team to account.

Effective influencing and communications

An ability reflected in achievements at a strategic level to gain support and influence key decisions.

Understanding of local and national environment surrounding housing

An understanding of the social, economic and political environment within which Crown Simmons delivers its services, to enable effective outcomes.

Team working

Commitment to work as a team member, and the ability to take on a personal leadership role to participate actively in building an effective board and to provide constructive feedback to the Chair.

Self-belief and drive

The motivation to improve Crown Simmons services and to develop new markets and the confidence to take on challenges (evaluating risk and taking balanced decisions).

Analytical skills

The ability to think clearly and creatively, to make sense of complexity, to grasp key financial implications and risks and to be able to provide clarity for other people.

Understanding and commitment to Non-Executive Director role

Appreciation of the difference between executive and non-executive responsibilities, and commitment to focus on key non-executive accountabilities (e.g. assurance, challenge, support).

Application of the standards of public life

Uphold the highest standards of conduct as reflected in their principles. (Selflessness, integrity, objectivity, accountability, openness, honesty, leadership).

Time commitment

Are able to dedicate the time required to the role.

Specific professional and/or technical skills as reflected in the particular board post, e.g. see list:

- HR/Organisational Development
- Asset Management
- Development and building
- Treasury and Corporate Finance
- Finance/accounting
- IT Management
- PR and Marketing
- Strategic management
- Business management
- Legal matters
- Community relations and equalities issues
- Working with local authorities

The Board has identified that it would particularly like to strengthen knowledge and expertise in terms of senior finance experience.

You should also refer to the Board Member Competency & Behaviour Framework.

Principal terms and conditions *(For information purposes only)*

1. Position

Board Member

2. Remuneration

Unpaid but reasonable expenses are covered. Board remuneration is currently under review and will be considered later in 2017.

3. Time commitment

There are 5 Board meetings per year taking place in the evening plus 1 - 2 hours preparation time per meeting. Committees meet 3 - 4 times per year; mostly in the evenings. There are also two Board Strategy ½ Days which are usually held on a week day. Other commitment consists of occasional working party meetings, representing Crown Simmons at formal openings and other stakeholder events; attending training courses and seminars, responding to requests for information by email etc.

4. Location of meetings

Board and committee meetings take place at our office in Esher, Surrey. Venues for Strategy Days vary in Surrey or London.

Key dates and the selection process

Closing date:	Wednesday 31 May 2017 at 5pm. Shortlisting will take place in June.
Interviews:	Interviews for shortlisted candidates will take place in late June or July on dates yet to be arranged. Please state on your application any dates that you will be unavailable.