



**Mount Green**  
HOUSING ASSOCIATION

# Recruitment Pack

Non-Executive Board members

**January 2018**

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# Your Application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;

A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;

The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and

Please indicate on the declaration form if you cannot attend any of the interview dates.

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

Please send your application, preferably in MS Word format by email to: [mountgreen@campbelltickell.com](mailto:mountgreen@campbelltickell.com).

**Applications must be received by Thursday 1<sup>st</sup> February at 12 noon**

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07833 475 669 or 020 3434 0990.

Kind regards

*Denise Kirkham*

**Denise Kirkham**  
**Associate Consultant**

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# Welcome Letter

Dear Candidate

Thank you for your interest in these non-executive director (NED) posts at Mount Green HA. This pack has been pulled together to provide further information about the organisation and the roles, and hopefully whet your appetite to apply! With around 1500 homes, Mount Green is the largest traditional independent housing association in Surrey. We see ourselves as a progressive organisation, and we punch above our weight in terms of delivery. We are determined to respond to the housing shortage and have put together a thriving development programme. Working closely with our partners both in the public and private we have built a healthy pipeline for future years. At the same time, we recognise the important of asset management and continue to invest heavily in our existing stock to ensure we maintain the good quality.

We are a people-focused organisation. Our strap line, “*Housing Solutions for Local Communities*” is reflected by tailoring our services locally to suit our residents’ needs. We know the value of engaging with and involving our residents, and we put them at the core of everything we do. Our staff are hardworking, and enthusiastic. In order to deliver our exceptional services, we recruit the best people we can, and are committed to developing our teams. We employ a diverse workforce from all sections of the community and we are an equal opportunities employer. We are particularly interested in receiving applications from candidates who reflect our diversity aspirations.

2017 was a year of change for Mount Green, both in terms of the Executive and Board team, and we now face the future with anticipation. We are a strong, professional Board which works in a consensual way, and is ambitious to move the organisation even further forward. Our board members are able to see the bigger picture, influence organisational strategy and vision, and engage with a range of stakeholders at all levels. We are looking to add to the professional skills of the Board through these appointments, and are particularly interested in candidates with strategic experience in one or more of the following:

- Finance – ideally in the Social Housing sector
- Strategic Asset Management, including health and safety
- Communications and Marketing

Mount Green is on an exciting journey and these positions present a great opportunity to shape and support this journey. To learn more about the roles please visit [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs). For an informal discussion, please speak with Denise Kirkham, our retained consultant at Campbell Tickell.

We look forward to hearing from you.

*Linda Convery*

**Linda Convery**  
Chair

# About Us

Established in 1962, Mount Green is an independent housing association with homes in and around Surrey. We own and manage approximately 1,500 homes, offering a range of affordable, quality houses, maisonettes, bungalows and flats to both rent or buy. Our Head Office is in Leatherhead, Surrey and we have been providing quality homes and nurturing happy communities for nearly 55 years. We seek to grow around 2000 homes in the next 5 years by new development as well as acquisitions through rationalisation programmes.

Mount Green provides a variety of housing options to suit all individuals, couples and families. This includes sheltered housing for the over 55s, homes for key workers (those on low income) and supported housing for people with a range of different needs. Our shared ownership schemes have become increasingly popular as we help residents to take a step towards owning their own home. Rural housing is also high on our agenda, for which we have a growing reputation.

Our strap line, “Housing Solutions for Local Communities” is reflected by tailoring our services locally to suit our residents’ needs. We know the value of engaging with and involving our residents, and endeavour to put them at the core of everything we do.

## Our Vision

Mount Green aims to be an excellent landlord that works closely with its residents and communities to make a real difference.

## Our Values

- **Excellence** - focus on performance, putting residents first
- **Integrity** - open, honest and fair with all
- **Strength** - financially and operationally
- **Creativity** - able to respond quickly to opportunities
- **Flexibility** - responsive to individuals and communities
- **Inclusiveness** – working in partnership with residents and others

## Our Strategic Objectives

- To provide excellent services for our residents
- To manage our assets effectively and provide well maintained homes to our residents
- To grow the organisation
- To be well governed and well managed
- To be financially strong and remain independent
- To be an excellent employer



# Our People

## Nick Ronald, Chief Executive

Nick was appointed Chief Executive in 2000, with a remit from the Board to change and develop Mount Green’s strategic direction. Drawing on over 35 years’ experience of the housing sector, Nick has steered Mount Green through a period of modernisation, regeneration and sustained growth. Nick is a member of the Chartered Institute of Housing. Prior to joining Mount Green, Nick was Director of Bush HA, a former subsidiary of the Shepherds Bush Group which he established to become a successful part of the Group. He was also involved in a local authority stock transfer, while sitting on the Board of another Surrey-based Housing Association. Away from the world of housing, Nick was an accomplished rowing coach having gained experience from competing.



## Alison Robson-Young, Director of Finance & Resources

Alison is a Fellow of the Association of Chartered Certified Accountants (ACCA). She has held senior finance positions for over 15 years in various sectors including the past 7 years’ in housing. Previous housing experience includes RHP, Peabody and Genesis. She has been a Board Member at Greenoak Housing in Woking since 2015.



## Samantha Herelle, Director of Operations

Samantha joined Mount Green in September 2016. Samantha has 15 years’ working experience in the housing sector. She was at Circle Housing for ten years where she had responsibility for managing around 3,000 homes and a Neighbourhood Team of over 85 staff. Samantha’s previous role was with Peabody. Samantha is a member of Viridian’s Board which she joined in 2010.



## Sarah Jones, Governance Manager

Sarah has recently been promoted to Governance Manager to assist Nick in his role as Company Secretary; to provide support and be the first line of contact for the board and to ensure compliance with our governance processes. Previously Sarah had 30 years PA experience which included working with senior military personnel at the Ministry of Defence.



**Sarah Sedgwick, Director of Development and Assets (on maternity leave)**

Sarah is a chartered surveyor by profession who commenced her career in our sector at Mount Green. After joining Paradigm Housing for a more senior position and to gain experience, we were delighted that Sarah returned to Mount Green to lead our development and asset teams.



Whilst Sarah is on maternity leave her role has been split into two part time roles. Both interim Directors have either worked for Mount Green in the past or have provided consultancy services and we have welcomed them back. They are Ann French (Interim Development Director) who has many years' experience at a senior level in the field of development. Peter Scott (Interim Maintenance Director) who again has operated at senior level within our sector and has also run his own consultancy.

## Board members

### **Linda Convery, Chair**

Linda is a partner in TLT Law's Real Estate Group. With 30 years' experience of advising the social housing sector, Linda specialises in the development of social and affordable housing as standalone projects or as part of mixed use regeneration schemes involving local authorities and joint ventures. Linda joined Mount Green's Board in September 2013 and became vice Chair at the September 2015 AGM. Linda was elected Chair by the Board on Tuesday 27th September 2016.



### **Barbara Matthews, Chair of Audit & Risk Committee**

Barbara is Executive Director of Financial Services & ICT at Kensington and Chelsea Tenant Management Organisation (KCTMO). Barbara brings to the Board 40 years' experience of financial management in the commercial and not-for-profit sector. Barbara joined Mount Green's Board in November 2012 and has been Chair of the Audit and Risk Committee since September 2013.



### **Nick Ronald**

Nick was appointed Chief Executive in 2000, with a remit from the Board to change and develop Mount Green's strategic direction. Drawing on over 35 years' experience of the housing sector, Nick has steered Mount Green through a period of modernisation, regeneration and sustained growth. Nick is a member of the Chartered Institute of Housing and joined our Board in 2016.



### **Robert Pearce, Vice-Chair and Chair of HR/Remuneration Committee**

Robert is the Homeownership Project Manager at Swan Housing Group. He has over 40 years of social housing management experience and specialises in shared ownership, leasehold management, regeneration, value for money and service improvement initiatives. Robert became a Board member in January 2012 and was recently appointed Chair of our HR and Remuneration Committee.



**Alison Whittington**

Allison joined Mount Green’s Board in January 2017. Allison is a qualified Management Accountant and she is the Head of Housing for Zurich Municipal. Allison has in excess of 20 years of commercial business experience both at home and internationally. Allison also holds a non-executive role with an insurance broker.



**Mike May**

As well as having a degree in architecture, Mike has worked extensively in development and construction in both the private and housing association sectors. With Mount Green piloting our first open market sales initiative, Mike brings considerable experience of developing for private market sale.



**Alison Pooley-Wem**

Allison has expertise at senior level in change and transformation management as well as considerable experience in delivering extensive IT projects. Having worked in a number of sectors Alison brings valuable commercial expertise to the board. In addition, Alison runs more than one business including a small family property company.



**Ray Wilkinson**

Until very recently Ray was a resident at one of the first schemes built by Mount Green where she had lived for over 40 years. A retired NHS Manager of Surgical and Ophthalmic Services, Ray was a founder member of our Residents Forum and chaired her local residents association. Ray also became the first resident to chair one of our committees. She brings the invaluable experience of the health service and as a recipient of our services.



# Role Profile

## Job purpose

- Setting Mount Green’s strategic vision and direction
- Ensuring that Mount Green’s objectives are met in line with legislative and regulatory requirements through good governance and effective strategic planning
- Supporting Board members, involved residents and the Exec Team to work together to meet the needs of the business

## The role of an individual Board member is to:

- Contribute to the development of strategy using skills and knowledge from their areas of expertise
- Commit to Mount Green’s vision and values
- Understand the key risks for the business and ensure that the Exec Team is aware of them and has adequate plans to mitigate them
- Oversee scrutiny of Mount Green’s success in delivering its plans, objectives, performance standards and service quality
- Satisfy themselves that financial and other information provided to the Board is relevant, timely and accurate and that appropriate schemes of delegation, systems and controls are in place to meet statutory and regulatory requirements
- Ensure that the Board and staff as a whole act in the best interests of Mount Green’s residents and other stakeholders
- Maintain the highest standards of personal professional integrity and conduct and be prepared to report any suspected breach of the relevant codes of conduct to the Chair, Company Secretary or the external regulators as appropriate
- Keep up to date with changes in the environment in which Mount Green operates and which may impact on Mount Green
- Contribute to regular reviews of the effectiveness of Mount Green’s governance arrangements to ensure continuing relevance and high standards.

# Person Specification

## Common skills required by the Board:

- Ability to assimilate, analyse and scrutinise reports and data, determine key issues and make balanced judgements
- Excellent communication skills including listening and questioning and the ability to summarise key points in discussions
- Ability to communicate electronically, although Mount Green will provide equipment and training where necessary
- Ability to generate positive, feasible solutions to problems
- Ability to contribute to the development of Mount Green's strategy
- Ability to use skills in a Board/Committee context (i.e. non-operational)
- Networking skills
- Ability to participate in the appraisal of the Chief Executive

## Common essential behaviours required by all members:

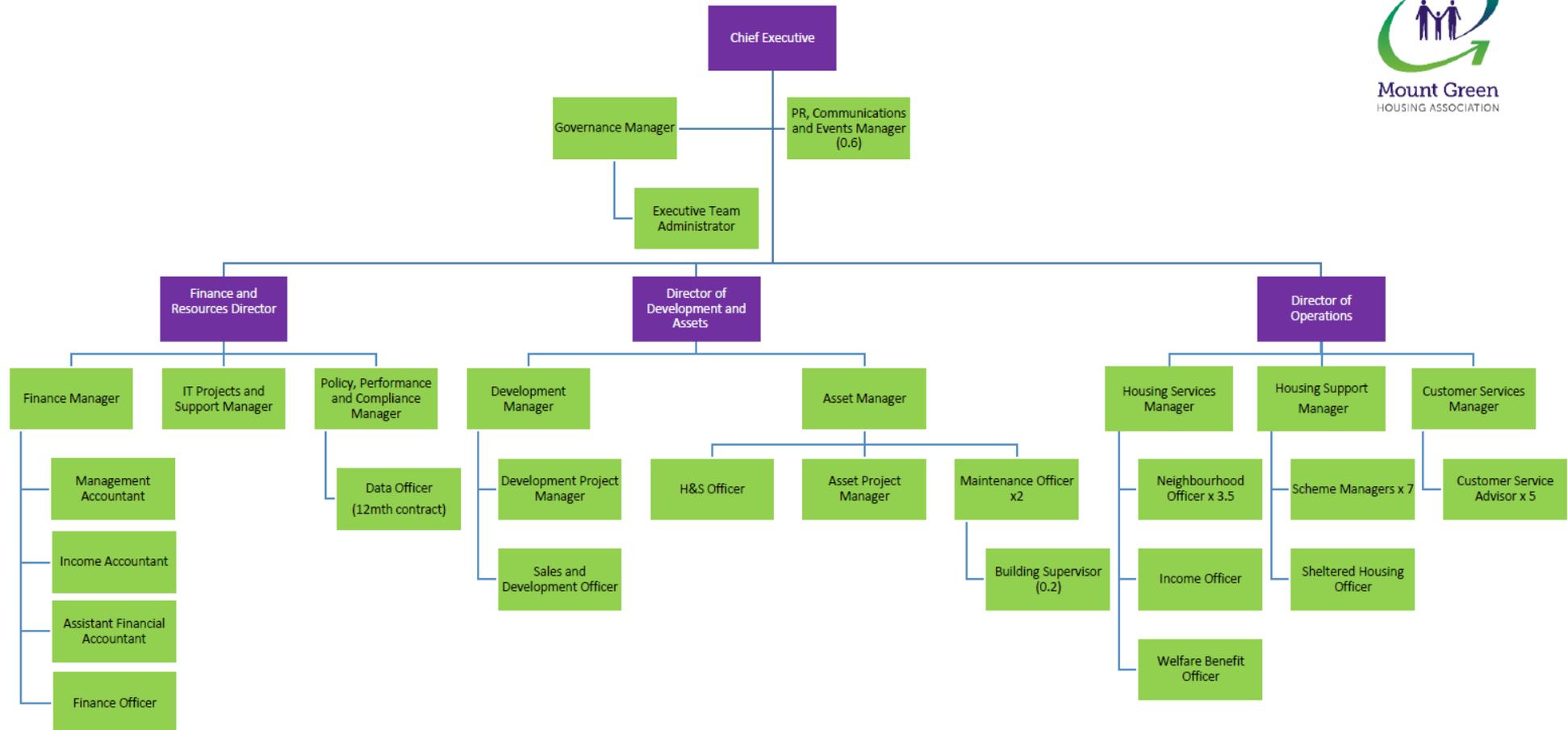
- Preparation for meetings and committing sufficient time to the role
- Committed to Mount Green's vision and values and able to promote a positive image of Mount Green
- Demonstrate commitment to equality and diversity
- Achieve right balance of challenge and support for the Chief Executive and the Exec Team
- Uses appropriate communication styles for Board meetings and when representing Mount Green externally
- Work collaboratively with peers and Exec
- Take collective responsibility and support collective decisions
- Understanding of and rapport with Mount Green's residents
- Motivated to keep up to date with changes in Mount Green's operating environment

- Receive feedback positively and be open to further learning and development
- Demonstrate integrity and commitment to the highest standards of governance

**Knowledge, experience and understanding required collectively:**

- Customer Services and models of service delivery
- Political and economic, both national and local in Mount Green's operating environment
- Social housing policy and practice
- Different housing tenures
- Community engagement and capacity building
- Information technology (IT)
- Housing association finance including treasury issues
- Value for Money
- Needs of residents and other service users
- Corporate risks and mitigation
- Commercial issues
- Public relations and marketing
- Performance management and scrutiny
- Asset management, including development

# Organisational Structure



# Principal Terms and Conditions

## Position:

Non – Executive Board members

## Remuneration Package:

£2,000 per annum plus travel expenses

## Location:

Board meetings are held at 26 Bridge Street, Leatherhead, KT22 8BZ

## Time Commitment:

A Board Member is expected to attend:

6 x Board meetings per annum (sometimes a 7th may be required)

The Annual General Meeting

2 x strategic planning days (These are normally held on a Saturday but one may commence on a Friday afternoon with an overnight stay)

Board Members are also encouraged to become a member of one of our two standing committees. The committees are:

Audit and Risk

HR and Remuneration

Membership of these committees is recommended by the Chair but approved by the Board. The Committees meet between 3 and 4 times per annum.

In addition, members are expected to participate in meetings called on specific issues to progress business outside of the Board / Committee cycle. The vast majority are by conference call and held late afternoon / early evening.

Board Committee meetings start at either 6pm or 6:30pm depending on the amount of business to be considered

## Terms of Office:

All members are restricted to a maximum of six years' continuous service (i.e. two terms, each of three years).

# KEY DATES AND SELECTION PROCESS

## **Closing Date:**

**Thursday 1<sup>st</sup> February 2018, 12noon**

## **First Stage:**

Longlisting for interview will take place early February. Successful and unsuccessful candidates will be notified by Mid-February.

## **Interviews:**

**February/March 2018**

Candidates proceeding to interview will have the opportunity for an informal telephone conversation with the Chief Executive in advance of interviews. The conversation will expand at a high level on the organisations corporate objectives, priorities and ambitions.

Panel Interviews will then take place, to explore the candidate's skill base, motivation for this Board role, and fit with the organisation's values and ethos. The interview panel will consist of Linda Convery, Chair, Rob Pearce, Vice Chair and Chair of HR and Remuneration Committee and Nick Ronald, Chief Executive.

# Supplementary Information

The following can be downloaded from the Mount Green Housing Association website:

**Annual Report 2016/17:**

<http://www.mountgreen.org.uk/sites/default/files/Annual%20Review%202016-17.pdf>

**Annual Accounts 2016/17:**

<http://www.mountgreen.org.uk/sites/default/files/Mount%20Green%20Financial%20Statement%202017%20FINAL.pdf>

**Value for Money Self-Assessment 2016/17:**

<http://www.mountgreen.org.uk/sites/default/files/Value%20For%20Money%20Self%20Assessment%202016-17%20FINAL.pdf>

**Equality and Diversity Policy:**

<http://www.mountgreen.org.uk/sites/default/files/Equality%20and%20Diversity%20Policy.pdf>

To find out more please visit the Mount Green HA website:

<http://www.mountgreen.org.uk/>

# Media Advertisement

**Non-Executive Board Members**  
£2,000 per annum, plus travel expenses / Leatherhead

Mount Green Housing Association builds futures and opportunities for our customers and communities. As a local organisation, we know our residents and invest in our properties to ensure a very high stock quality. We are an ambitious organisation with clear growth aspirations, and we punch well above our weight.

2017 was a year of change for us, and with a newly appointed Executive team, and new Board members, we now face the future with excitement!

We are now seeking two outstanding Board members, with the appropriate skills to guide us in the delivery of our ambitious corporate and business plans. We are particularly interested in candidates with strategic professional experience in Finance (ideally in the Housing sector), strategic asset management including Health

and Safety, and Communications and Marketing.

Your professional skills are just part of the picture, however! You will be able to see the bigger picture and influence the development of our vision. As a strong team player, you will engage well with a range of stakeholders and will act as an ambassador for the organisation. Above all, you will bring enthusiasm, challenge, support and fresh thinking to the Board.

These are great opportunities for candidates who are aligned to our values and ethos, and will

ideally have some knowledge of our area and communities.

For further information contact our retained consultant at Campbell Tickell, Denise Kirkham on 07833 475 669 or 020 3434 0990. A recruitment pack is available at [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

Closing date: Thursday 1st February 2018

*Mount Green HA are committed to playing an active role in promoting equality, valuing diversity, and challenging discrimination. Applications are welcome from all sections of the community.*



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