



RECRUITMENT PACK

Board Member

October 2017

YOUR APPLICATION

Dear Applicant,

St Leger Homes of Doncaster – Board Member

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

- Application is by the St Leger Homes Application Form (on the Campbell Tickell job page).
- Your application form should be well organised and concise. Take time to carefully read the Role Profile and the relevant Person Specification, as your application should demonstrate how you meet these requirements.
- You may also submit an up-to-date CV if you have one – we recommend that this should be no longer than three pages. (If you do not submit a CV this will not be counted against you).

Please note that applications can only be considered if Application Form is completed.

However, it is not mandatory to complete the equalities section within the Application 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, preferably in MS Word format by email to: StLegerBM@campbelltickell.com.

Applications must be received by 12 noon on Monday 30th October 2017.

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 (020 3434 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/organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07706 369 273 or 020 3434 0990.

I look forward to hearing from you.

Kind regards,



Bill Barkworth
Senior Associate Consultant

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WELCOME LETTER

Dear Applicant

We are delighted that you are interested in the position of Independent Board Member at St Leger Homes. We hope that this pack will stimulate you and help guide you through the selection process.

We've come a long way since being formed in 2005, developing into a leading housing provider with high performance and innovative aspirations. The last 10 years has have been an exciting time as we grew and diversified the business to where, under a 5 year rolling Management Agreement, we now manage Doncaster Council's entire housing stock of over 20,000 homes.

Over that period we have gone from strength to strength being recognised with a range of awards and accreditations from independent bodies. These have included receiving the British Safety Council's highest accolade for health and safety management, the Sword of Honour, each year from 2011 to 2015. We have also been awarded an 'Excellent' rating by the Social Housing Equality Framework and the Customer Service Excellence (CSE) accreditation each year from 2011 to 2016.

We place our tenants at the heart of everything we do and have been accredited with the Tenant Participation Advisory Service (TPAS) since 2009. We produced our first set of social accounts in 2015 and are working towards producing these each year, demonstrating the positive impact we have on our tenants' lives and the communities we serve. We have won some prestigious awards with some of the most recent being 'Making a Difference in Communities' at the 2016 National Federation of ALMO's (NFA) conference for our inspirational World of Work (WOW) academy; and Business in The Community Award for Championing an Ageing Workforce.

The role of Independent Board Member is crucial to our effective governance, providing the necessary support and challenge to the Executive Team and bringing professional expertise, which ideally has come from a senior management background in customer service or customer relationship management, ideally combined with strategic budget and financial management.

If you are looking for an opportunity to contribute to an essential and ambitious organisation, and feel you could help us place housing at the heart of Doncaster, then we want to hear from you.

If you would like to have an informal discussion or have any questions about the role, please contact our retained consultant Bill Barkworth, Senior Associate, Campbell Tickell on 07706 369273 or bill.barkworth@campbelltickell.co.uk.

Yours faithfully,



Alan Tolhurst OBE,
Chairman of the Board



Paul Tanney,
Chief Executive

ABOUT US



St. Leger Homes is an award winning company which provides excellent housing services across Doncaster in the social and private sectors. We work in partnership with Doncaster Council, our customers and other agencies to build confident communities.

We are an Arm's Length Management Organisation, or 'ALMO', created by Doncaster Council in 2005. With the support of the government, we have delivered our decent homes programme, the most significant upgrade ever to council homes in Doncaster. The scheme involved internal and exterior improvements to thousands of properties, and was completed in 2015 ensuring as many as possible of the homes we manage meet the Decent Homes Standard.



Since achieving our [3 star rating](#) from the Audit Commission in 2010 St. Leger Homes has gone from strength to strength being recognised with a range of awards and accreditations from independent bodies. These have included receiving the British Safety Council's highest accolade for health and safety management, the Sword of Honour, each year from 2011 to 2015. We have also been awarded an 'Excellent' rating by the Social Housing Equality Framework; the Customer Service Excellence (CSE) accreditation each year from 2011 to 2016 and the Tenant Participation Advisory Service (TPAS) accreditation each year from 2009.



We produced our first set of social accounts in 2015 and are working towards producing these each year, demonstrating the positive impact we have on our tenants' lives and the communities we serve. We have won some prestigious awards with the most recent being 'Making a Difference in Communities' at the 2016 National Federation of ALMO's (NFA) conference for our inspirational World of Work (WOW) academy.

We place our tenants and customers at the heart of everything we do so we were delighted that our [2017 Customer Satisfaction Survey](#) showed 91% overall satisfaction with our services

We manage the council's entire housing stock along with some other assets and are wholly owned by Doncaster Council. St. Leger Homes of Doncaster Limited is a company controlled by Doncaster Metropolitan Borough Council. A company limited by guarantee, registered in England and Wales. Registration No. 05564649.

What We Do

We manage Doncaster's 21,000 council homes efficiently and provide our customers with the highest standards of service.

We work with our tenants and partners to regenerate our neighbourhoods and bring improvements for our customers.

We support our tenants and partners in challenging crime and anti-social behaviour, which can have such a damaging impact on the quality of life in our communities.

Our services include:

- Repairs
- Collection of rent and rent arrears
- Estates management
- Enforcement of tenancy conditions
- Tenant consultation and participation
- Changes of tenancy
- Debt counselling
- Insurance claims
- Right to Buy application
- Housing Options and Homelessness Advice

Our Mission statement

'Building Confident Communities in Partnership'.

Vision:

- To deliver Excellent Value for Money Services in all that we do
- To ensure we are Customer Focused by engaging with our tenants and customers and involving them in decision making and service delivery
- To provide Quality Homes in Quality Neighbourhoods where people want to live
- To be a catalyst for change and become a housing provider of choice, an employer of choice and a partner of choice

Strategic Objectives

- Ensuring we are a customer focused organisation by putting our tenants and customers at the heart of what we do
- Ensuring we deliver Value for Money by making best use of our resources
- Addressing the impact of welfare benefit reforms on our tenants
- Supporting communities and individuals by tackling crime and anti-social behaviour, and providing support to sustain tenancies
- Improving our performance to build on our excellent service delivery
- Maintaining and improving homes and properties by investing wisely and managing effectively
- Improving our communications both internally and externally with others
- Developing opportunities for new business growth and diversification

Strategic Priorities

- Enhancing our housing offer by providing greater access to housing and creating multi tenure options
- Improving community engagement
- Making a real contribution to social and

economic regeneration

- Exploring the use of sustainable methods of energy efficiency
- Defining and developing relevant partnerships and being clear about our role within them
- Improving our systems and processes to ensure we collect and use appropriate data intelligently to improve services and better support tenants and customers

Our Values:

Fairness

- Valuing and respecting staff, tenants, customers and partners
- Ensuring equality and diversity is integral to all that we do
- Demonstrating our delivery of equality and diversity

Excellence

- Working with tenants and customers to provide excellent services that will meet their needs
- Ensuring we are customer focused
- Operating as an efficient and effective business, delivering value for money through best use of our resources
- Becoming a housing provider of choice

Empowerment

- Ensuring St. Leger Homes has a culture to drive excellence in being open and honest, having a no blame culture and for staff to enjoy working here
- Empowering and engaging with tenants, customers and staff in influencing and shaping service delivery
- Involving tenants and customers through meaningful consultation at local levels to be able to deliver services in their communities
- Becoming an employer of choice

Local

- Achieving more by working in partnership
- Continuing to develop effective partnerships for the benefit of our tenants, our customers and our communities
- Engaging with others to fulfil the strategic objectives of St. Leger Homes and Doncaster Council
- Becoming a partner of choice



THE BOARD

Alan Tolhurst OBE DL
Chair



Alan first became connected with Doncaster in 1983, when he commanded RAF Finningley. Amongst his other senior RAF appointments, he was the Air Adviser to the British High Commissioner to Canada and Personal Staff Officer to a NATO Commander. On leaving the RAF he became General Manager of Universiade GB Ltd, the company which organised the XVI Universiade (World Student Games) in Sheffield. In 1991, he started his own Management Consultancy and was appointed as Chairman North Nottinghamshire Health Authority; he has chaired NHS organisations ever since. He holds a variety of charitable appointments as well as being, since 2005, Chairman of Doncaster/Sheffield Airport Consultative Committee. In 1992, he was appointed a Deputy Lieutenant for South Yorkshire and was made an OBE in 2008.

Rodger Haldenby
Tenant Member



Rodger is a tenant and lives in Intake. After securing his City & Guilds in Painting and Decoration at 20, he served nine years in the Royal Air Force Provost Branch. Managerial positions followed with Shell UK Oil, Cleveland Coin International and Retail Outlets in the USA. He is currently with the Northeast Doncaster Citizens Advice Bureau in Thorne as a volunteer adviser and supervisor. He is secretary to the Intake High-Rise TARA and has had affiliations with Intake Community Enterprise (ICE) and Intake Action Group.

Michelle Greenwood
Tenant Member



Michelle is a tenant in Scawsby and is involved in many activities throughout Doncaster. She is a member of the Community First Panel (Great North Road Area) as well as the Chairperson of the Latin Gardens/Emley Drive Area TARA, Scawsby and the West Area Forum. She has been a Magistrate for 6 years, is a Governor at Rosedale Primary School and is also a Community Crimefighter for Doncaster West. Michelle qualified as a Counsellor last year and practices weekly on a voluntary basis.

Maureen Tennison
Tenant Member



Maureen is a tenant and lives in Warmsworth and is involved in many activities across the borough. Maureen is the Treasurer of the Edlington Royal TARA and also the Treasurer of Friends of Martinwells Lake. She has been a Magistrate for nine years and is a newly appointed member of the Police and Crime Panel and also a Community Crime Fighter for the West area. As well as being involved in various St. Leger Homes focus groups, Maureen is also a Tenant Panel Member of Efficiency North.

Robert Mayo
Independent Member



Robert is Development Director for the Welbeck Estate, where his role is to bring about the transformation of one of the most significant groups of listed buildings in the East Midlands. He is a graduate in Art History from the University of Nottingham (1986-89) and has a Masters degree in Conservation Studies from the University of York. Robert trained and qualified as a chartered surveyor, and has spent much of his career involved in regeneration projects. Robert is also a Board member for the East Midlands Chamber of Commerce and a Trustee of Nottingham Contemporary.

Joe Blackham
Councillor



Joe was elected to the Stainforth & Moorends ward in 2004 and is currently a member of the Mayor's Cabinet with responsibility for Community Safety and Neighbourhoods. Joe is also a member of the Chief Officers Appointments Committee and the Parish Council's Joint Consultative Committee.

R Allan Jones
Councillor



Allan was elected to Finningley ward in 2002. He is presently the vice chair of the Councils Audit Committee. He has a wide range of knowledge and involvement in community issues. This is a new area for him, and he looks forward to contributing to the efficient and effective running of St. Leger.

Paul Wray
Councillor



Paul was elected as a councillor for the Town Moor Ward in 2012. He has a lot of experience in housing having worked for the housing departments of two local authorities including DMBC. Paul sits on the Regeneration & Environment O S Committee, Planning Committee, and the Employers Relations (Dispute Resolution) Sub-Committee.

Ruth Snell
Independent Member



Ruth has worked as a solicitor for 25 years and has been a partner with a national law firm for over 16 years. She is based in Yorkshire and for a 5 year period held the role of Graduate Recruitment partner for the Leeds office.

Ruth specialises in commercial/residential property and commercial contracts. She has spent much of her legal career focusing on social and affordable housing projects as well as projects in the health and education sectors. Ruth has extensive experience of legal transactions involving both public and private sector parties and also funders.

Paul Tanney
Chief Executive



Paul joined St Leger Homes in January 2017.

Paul brings a wealth of experience with him to Doncaster and has worked in the housing sector for over 30 years, the majority at Senior and Executive level.

He is the former Chief Executive of both East Durham Homes and more recently Four Housing Group.

THE EXECUTIVE TEAM

Paul Tanney
Chief Executive



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He is the former Chief Executive of both East Durham Homes and more recently Four Housing Group.

Julie Crook
Director of Corporate Services



Julie joined St. Leger Homes in summer 2010 from Nottingham City Homes. Julie has also worked at Kirklees N eighbourhood Housing, Hounslow Homes, Leeds City Council and West Yorkshire Police.

Mick Werritt
Director of Property (Technical) Services



Mick Werritt joined St. Leger Homes in May 2009 from Hull City Council.

He began his career in the construction industry, moving on to work in housing with one of the Leeds ALMO's and a tenant led Estate Management Board

Mick has 24 years' experience in the Public Sector 18 of which are in housing at both operational and strategic level. He is committed to providing an excellent and efficient service to St. Legers' customers. Mick is also heavily involved in collaborative procurement consortia within the region at board level.

Steve Waddington
Director of Housing Services



Steve has worked in housing for over 25 years and during his career has been responsible for all areas of housing management, maintenance and the wider strategic housing functions - including delivery of affordable housing, homelessness and private sector housing regulation and enforcement.

Prior to joining St. Leger Homes Steve spent 13 years as the Chief Housing Officer for City of York Council and during this time led the organisation through major change including developing a programme of new house building and working with communities in response to major welfare reform changes.

Steve is a strong advocate of creating sustainable vibrant communities through placing the customer first and developing services around their needs.

ROLE PROFILE

ROLE PURPOSE:

The role of the Board Member will be to effectively contribute to decision-making at Board level, providing an independent viewpoint and challenge, in order to contribute to the strategic vision and operational focus of the organisation. The time commitment for this role will be approximately 2 days per month.

PRINCIPAL ACCOUNTABILITIES

1. To approve and own the strategic direction for the company, including its vision, aims and strategies, to support St Leger Homes to achieve its aims in the most efficient and effective manner, consistent with organisation values and approach.
2. Participate in shaping the Company's long term mission, helping develop its business plan and agreeing that plan with Doncaster Metropolitan Borough Council.
3. As a Board, to take ultimate collective responsibility, for the decisions of the Board, and for controlling the management and administration of the company, whilst delegating management to the Chief Executive.
4. To ensure that all decisions taken by the Board are compatible with the mission, business plan and the relevant company rules and ensuring effort and resources are directed accordingly.
5. To ensure the Board's actions and decisions comply with current legislation, regulatory requirements, contractual obligations and the policies and procedures of the organisation including monitoring and reviewing the performance of the Company to ensure that a sound financial position is maintained.
6. To request, receive, read and consider reports prepared by officers and question these where necessary to ensure that decisions are well founded.
7. To attend Board Meetings and to fully engage and participate in Board discussions and decision-making through a sub committee structure.
8. To approve strategic plans, budgets and authorisation limits.
9. To approve annual budgets and budget projections and to monitor progress against these and to ensure that the Company is managing cash flow prudently.
10. To ensure that an on-going risk assessment and management process is in place across the company that it is informing policies, procedures and plans and that individual Board members are updated on this and advised of any significant changes as they occur.
11. To offer advice and mutual support to other Board Members in reaching consensus.
12. To abide by the Company's Equality and Diversity Policy.

13. To declare any relevant personal or professional interests in any matters being discussed by the Board and to uphold the Company's Code of Conduct and maintain the highest standards of probity.
14. To respect the confidentiality of information, where its release would compromise the interests of the Company, its staff and Doncaster Metropolitan Borough Council tenants and leaseholders.
15. To provide advice and guidance in subject areas where the Board Member has particular expertise to the Board and Chief Executive, where appropriate.
16. To take part in the recruitment and selection process of the Chief Executive and to delegate her/him the management of the Company as requested.
17. To ensure that the Company has the resources, both human and financial to achieve its aims.

PERSON SPECIFICATION

If we invite you for interview, your experience will be discussed in combination with your abilities, skills and knowledge as listed in Part Two below.

PART ONE

Experience

1. Successful track record of leadership and strategic management, and an effective contribution at a senior level in a public or private sector organisation or within community leadership.
2. Evidence of having successfully used high level skills to transform strategic vision into reality to deliver organisational objectives.
3. Successful record of direct management of staff and resources at a senior executive level, with a leading role in initiating action and making decisions.
4. Successful record of direct management and interpersonal influence, facilitating a range of stakeholders/partners and working effectively with partners, boards or committees to deliver in complex and competitive environments.
5. Proven track record of providing clear, balanced advice and guidance on strategic issues as a member of a senior executive management team.
6. Working effectively with Boards and Committees that are comprised of members with a wide range of skills and backgrounds.

PART TWO

Abilities, Skills and Knowledge

1. An open-minded thinker, able to take a view across the full range of issues affecting the organisation or committee, harnessing a strategic approach which determines priorities and delivers effective outcomes.
2. An understanding of how to operate in a non-executive capacity.
3. An ability to advise and determine strategies which ensure the effective and efficient implementation of organisational aims and objectives.
4. An ability to actively monitor and manage the performance of the organisation, ensure that it applies and adheres to the highest standards of corporate governance, scrutiny, legal and financial responsibilities.
5. An understanding of the local community issues and challenges in the Doncaster and South Yorkshire region.
6. An ability to understand complex issues and discern what is significant before meetings.
7. The ability to apply creative and imaginative solutions, with good judgement and a high level of integrity.
8. The ability to operate effectively as a member of a team with collective responsibility.

9. An understanding of the barriers faced by disadvantaged and socially excluded groups.
10. To demonstrate an understanding and commitment to social housing issues.
11. An ability to engage positively with a variety of local people, internal and external stakeholders and diverse communities and actively promote the organisation.
12. A clear commitment to equal opportunities principles and practice.
13. An ability to chair and facilitate meetings of sub groups or working parties of the Main Board.
14. An ability to command trust and respect from colleagues and stakeholders.

Personal Style and Behaviour

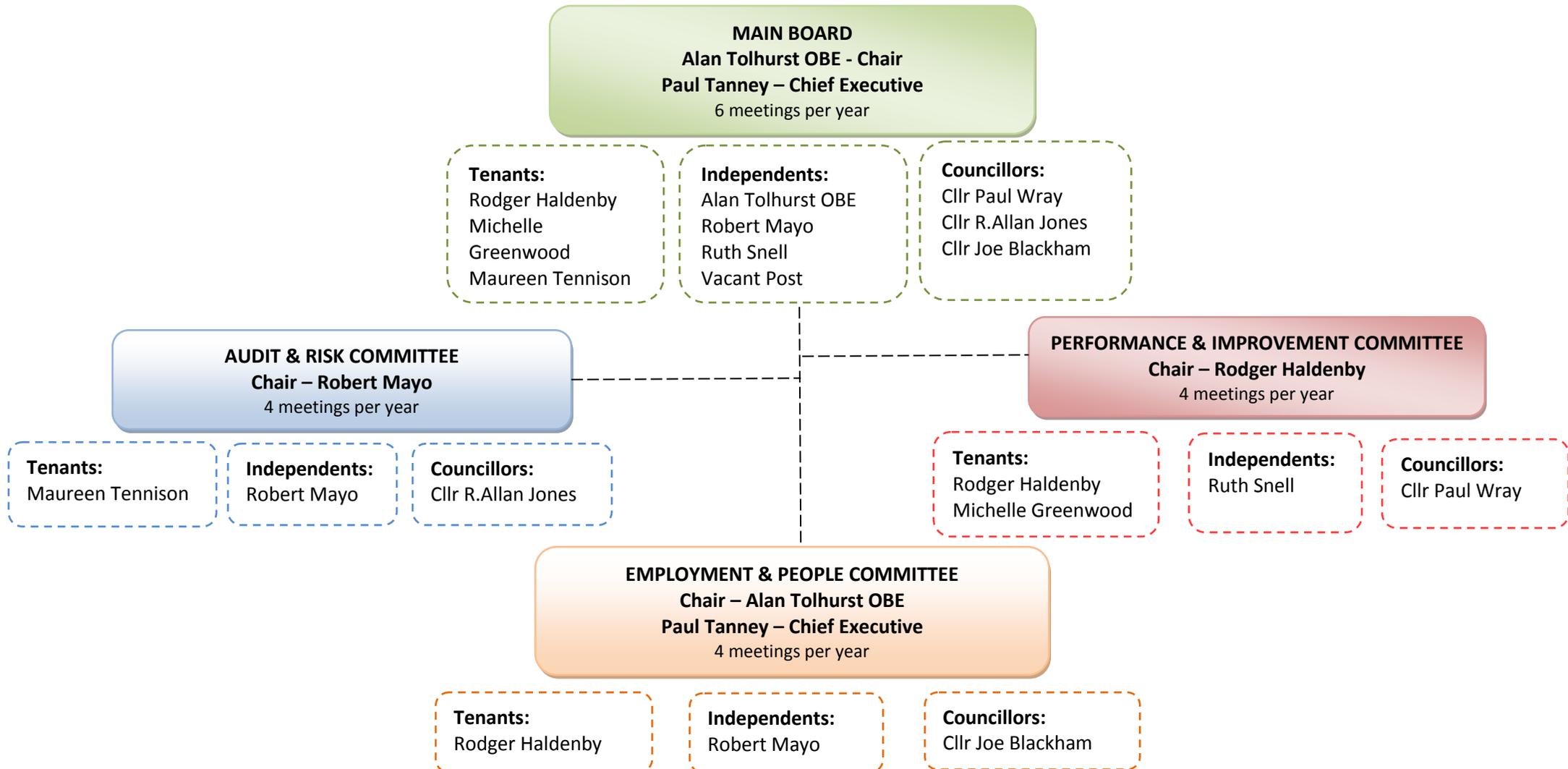
1. Exercises good judgement, an ability to think commercially and the personal and professional probity and demeanour that will command the respect of all stakeholders.
2. A strategic thinker with credibility and entrepreneurial vigour, with a passion for promoting, developing and communicating organisational objectives.
3. Self-motivated and adaptable with a strong commitment to making a difference.
4. Excellent ambassadorial qualities. An open, engaging and enthusing winning style and the ability to interact effectively with a range of people at national, regional and local levels.
5. Able to work as a member of a team, act and think corporately, with a collaborative style that engages people at all levels and promotes positive relationships.
6. Committed to the activities and actions of the organisation; ensuring that his/her membership is compatible with his/her other interests and activities.
7. Committed to public service values of accountability/openness, and equality of opportunity.
8. A communicator with highly developed oral, written and presentation skills.
9. Highly motivated and not easily discouraged, with resilience and tenacity.
10. An ability to form independent judgements.
11. Ability to fulfil the required time commitment for the role.

Vacancy Specific Experience and Skills

That covers at least one of the following:

- Customer Service or Customer Relationship Management, with a background from outside of the social housing sector, or combination of commercial and social housing experience.
- Strategic Budget and Financial Management experience and strategy development which may have been gained in a social housing, voluntary or commercial provider.

BOARD STRUCTURE



PRINCIPAL TERMS AND CONDITIONS

(For information purposes only)

Position:

Board Member

Terms:

Board members are engaged under an Agreement for Services for a term of three years.

Recompense:

£2,000 pa plus reasonable expenses incurred working on behalf of St Leger Homes.

Time commitment:

Approximately two days per month. This includes attendance and preparation for Board meetings and relevant committee meetings and representational duties as appropriate.

Location:

Board meetings are normally held at our head Office: St Leger Homes of Doncaster, St Leger Court, White Rose Way, Doncaster, DN4 5ND.

KEY DATES AND THE SELECTION PROCESS

Closing date:

Monday 30th October 2017 at 12noon

First interviews:

Monday 13th November 2017

Final interviews:

Thursday 23rd November 2017

Supplementary Information

The following can be downloaded from the St Leger Homes of Doncaster website:

Annual Review 2016 – 2017

[Supplementary Information/Annual Review 20162017.pdf](#)

Business Plan 2015 – 2020

[Supplementary Information/Business Plan 2015 - 2020 .pdf](#)

Social Accounts and Audit Report 2015 – 2016

[Supplementary Information/SLHD Social Accounts 2016 final version.pdf](#)

MEDIA ADVERTISEMENT

Building Confident Communities in Partnership

Independent Board Member

Doncaster | £2,000 pa

As a not-for-profit company wholly owned by Doncaster Metropolitan Council we are the largest provider of social housing in Doncaster with over 20,000 homes under our management. We achieved the highest performance award from the housing regulator and have consistently achieved one of the highest levels of customer satisfaction for our services in the country.

Along with our provision of high quality accommodation we see ourselves as a key player in regenerating communities, reducing financial and social exclusion, preventing homelessness and increasing employment

and skills through innovative services, including our World to Work Academy.

Effective governance is key to our success and we are seeking someone who shares our values, has a strategic outlook and the ability to understand and analyse complex information and provide independent and constructive challenge to our Board and Executive. Your professional experience should ideally include senior management in customer service or customer relationship management or strategic budget and financial management from within the commercial, voluntary or social housing sectors.

For an informal discussion please contact **Bill Barkworth** on **07706 369273**. You can download the information pack from www.campbelltickell.com/jobs, telephone **020 3434 0990** or email StLegerBM@campbelltickell.com

Closing date: **Monday 30th October 2017**





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