

CAMPBELL  
TICKELL

**Pivotal**

# Chair of the Board & Board members

Recruitment pack

October 2024

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## Your application

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Thank you very much for your interest in these roles at Pivotal Housing Association – the Chair of the Board and Board members.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; please make sure you have told us which role you are applying for – the Chair or the Board member post; and
- Completion of the declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs). You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

**The roles close at 9am, Monday 4<sup>th</sup> November 2024.** Please ensure we receive your application in good time.

**Interviews will take place on Wednesday 13<sup>th</sup> and Thursday 14<sup>th</sup> November.** Please let us know if availability on these dates is a problem.

We are happy to have further discussion, so drop one of us an email at the address below and we can arrange a time to speak.

Kind regards,

*Isabella*

Isabella Ajilore | Search Consultant

[Isabella@campbelltickell.com](mailto:Isabella@campbelltickell.com) 07572 166417

*Jim*

Jim Green | Senior Recruitment Consultant

[jim@campbelltickell.com](mailto:jim@campbelltickell.com)

## Welcome

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I am very pleased that you are taking a look at these opportunities to join our Board.

This is a critical moment for us as an organisation as we work through a number of challenges that face us, and we are seeking the expertise of a Chair and several new Board members to help steer the organisation to a place of resilience and stability. We provide sustainable homes with an enhanced housing management service, providing over 500 safe places to live for vulnerable people, and we know that we make an incredible difference to the lives of those we support who often struggle to find suitable accommodation elsewhere. All of our stock is lease-based, and owned by investment funds.

These recruitments reflect a complete refresh of the Pivotal Housing Association Board and so our new Board colleagues will be in a position to have a tremendous impact on the business from the offset. We are working on a revised business plan 2024-29 which seeks to lay out a programmed approach to help us work through and monitor the issues identified in how we work by the Regulator of Social Housing, and deliver the staged undertaking agreed with the regulator. So the new Board will be able to make use of the revised strategy as it considers options and strengthens our operational and strategic rigour.

For these roles we seek:

- A Chair, with good governance insight and senior experience in the housing sector, and either an understanding of the lease-based model we operate under or alternatively strong commercial experience. You will be effective at chairing meetings, able to lead and inspire a high-performing team and comfortable with being a champion for the organisation, as well as having solid financial acumen and an understanding of audit and risk; and
- Board members who are a team-players, who can make a rounded contribution to our debates and decision-making; bringing creativity and innovation, with a particular specialism to offer in one or more of the following areas of social housing:
  - Property/ asset management
  - Finance/audit and risk
  - Supported Housing/ homelessness / sheltered housing/ extra care provision
  - Governance

Experience of the lease-based model, and of commercial group company structures would be an advantage for Board members, but not essential.

Please read through the pack to understand more about our group structure and how we operate. If you are dedicated and passionate about supporting the lives of vulnerable people in the South West, are keen to take on a rewarding challenge and feel like you bring the right experience then we'd love to hear from you.

Warm regards,

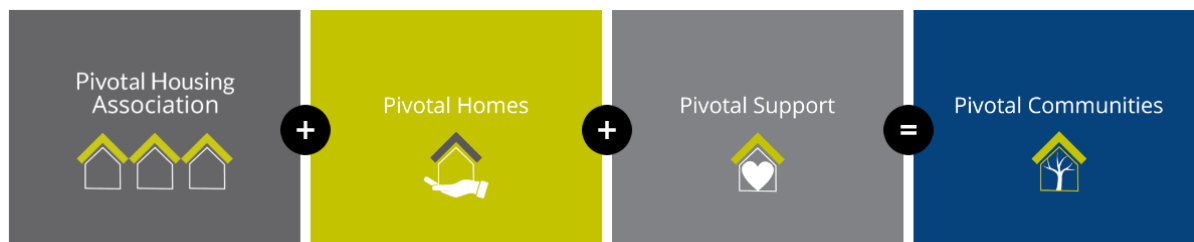


**Joy Kingsbury | Chief Executive, Pivotal Group**

## About Pivotal Housing Association

Pivotal Housing Association is a Charity and a Private Limited Company by guarantee without share capital that operates across Dorset, Gloucestershire, Devon and Cornwall, and is dedicated to delivering outstanding homes for residents. We help vulnerable people in our communities, offering them the opportunity to rebuild their lives, or have a better quality and independent life. We currently have 75 supported living schemes offering 542 bed spaces (units) providing safe homes for vulnerable adults often with complex needs, including people experiencing homelessness, and those with learning difficulties and life-long disabilities. Our turnover is c. £9.5m and there are c. 70 colleagues working in our staff team.

We are part of Pivotal Group. Support services for our residents are provided by Pivotal Services, another organisation that is part of the Group, and we also have a development company in the group, Pivotal Homes, that has a successful track record of developing bespoke, quality properties that meet the needs of our residents.



We lease our properties through a superior landlord, typically on a 20-year lease, and we work with local authorities and others across the region to commission the support services we provide. We provide an enhanced housing management service, and our accommodation is 'exempt' from the rent standard reflecting the resources required to meet the needs of our residents.



**Our purpose:**

Doing more good, for more people

**Our mission:**

Providing sustainable homes with specialised support and compassionate care

**Our values:**

Passionate, caring, creative



## Role profile - Chair

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**Responsible for:** The Board

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### Role purpose

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- Engage the Board and Executive, leading them in consideration of how we uphold our purpose and values, in the context of delivery of our strategic plan.
  - Generate a collaborative culture across the Board and Executive to ensure an effective and accountable governance infrastructure.
  - Set a Board agenda that provides necessary focus on the business, which supports a 'one team' approach; and stretches us to aspire and be ambitious about fulfilling our potential.
  - Contribute experience, expertise and insight, including effective chairing of meetings.
  - Lead the Board in consideration and promotion of the best interests of Pivotal Housing Association with regards the relationship with the other entities within Pivotal Group.
  - To provide a link with the Pivotal Group Board (commercial arm) to ensure the needs of the HA are represented at all levels of decision making.
  - Provide strong financial acumen and an understanding of audit and risk.
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### Accountabilities

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#### 1. Leadership

- 1.1 Lead accountability for the direction and control of the organisation with the Board and Executive.
  - 1.2 Support and advise the Chief Executive, provide a sounding board and constructive challenge, assist with decision-making between meetings.
  - 1.3 Be an ambassador for the organisation, working with the Chief Executive to agree on the management of key external stakeholder relationships.
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#### 2. Strategic management

- 2.1 In collaboration with the Board and Executive, set short and long-term objectives, driving the development of strategic aims for required outcomes.
- 2.2 Role model and support the Board in providing constructive challenge to the Executive team.

- 2.3 Place a premium on equality, diversity and inclusion matters as part of good decision-making.
  - 2.4 Initiate and contribute to assessment of current and future opportunities and challenges, considering risk to ensure effective strategic decision-making.
  - 2.5 Ensure financial viability of the organisation through effective business planning and budgeting for revenue and capital expenditure and treasury management.
  - 2.6 Oversee the reporting framework for the organisational structure, contributing to the governance of subsidiaries as required.
  - 2.7 Ensure a framework of prudent and effective controls, which enables risks to be identified, assessed and managed or mitigated.
  - 2.8 In reviewing and monitoring performance, ensure that the management information provided by the Executive supports considered and effective decision-making.
  - 2.9 Promote a culture of robust business assurance that supports compliance with all legal, statutory and regulatory obligations.
  - 2.10 Follow appropriate standards of conduct and behaviour set out in the National Housing Federation's (NHF) Code of Governance 2020.
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### **3. Working as team**

- 3.1 Develop and challenge the Board and Executive to deliver their best as a combined leadership team.
- 3.2 Use regular appraisal of the Board and Chief Executive to further embed learning and development.
- 3.3 Lead in developing a succession plan for key roles such as Board membership, Chief Executive and Company Secretary.
- 3.4 Assist in the consideration of effective resource management in the organisation to meet our business objectives, supporting the Chief Executive and drawing on the Board's expertise.

## Person specification - Chair

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### Experience and knowledge

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- a. Good governance knowledge, likely to have a significant Board exposure and an extensive Board track record.
  - b. Insightful about Board and senior staff roles and relationships.
  - c. Has chairing experience, knows how to make meetings effective and dynamic.
  - d. Has extensive insight into social housing regulation, including business assurance and compliance, can translate what the Board needs to ensure a robust approach in these areas.
  - e. Turnaround experience of financial performance or regulatory concerns would be especially welcome.
  - f. An understanding of the financial and audit risks of the lease based operating models and growth strategy would also be advantageous.
  - g. Insight into risks and liabilities in contractual management arrangements.
  - h. Experience of group company arrangements would be useful.
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### Skills and abilities

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- i. A visionary and strategic leader, who inspires and gets the best out of people and teams.
  - j. Excellent communication skills, is approachable and has gravitas.
  - k. Sound commercial and financial acumen, able to interpret information, ensures robust questioning of data.
  - l. Able to make sound and balanced judgements, is comfortable with being held to account for those and can hold others to account too.
  - m. Able to listen to a wide range of contributions, challenge constructively and achieve consensus in collective decision making.
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### Attributes and behaviours

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- n. Champions the rights of residents to have access to high quality homes and services.
  - o. Acts with integrity, places a high premium upon transparency and probity.
  - p. Proactively demonstrates a strong commitment to equality, diversity and inclusion.
  - q. A collaborative style that commands respect and confidence.
  - r. Has the necessary time commitment and capacity for the role.
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## Role profile - Board member

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### Role purpose

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To work constructively with other Board members and Pivotal Housing Association and other Group company employees, always acting in the best interests of Pivotal Housing Association, and acting as guardian of its vision and values, to ensure:

- Excellent standards of governance and that the objectives of the association are delivered;
  - Pivotal Housing Association is managed and controlled appropriately and maintains its financial viability;
  - Pivotal Housing Association is accountable to its residents and other stakeholders; and
  - Pivotal Housing Association works within the requirements of the law, regulation and its funding bodies.
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### Key tasks

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1. Oversee the long-term direction of the organisation.
  2. Ensure effective business plans, organisational structures, and policies to achieve the objectives.
  3. Ensure risk and performance are effectively managed through effective systems of internal control and delegation.
  4. Ensure compliance with Pivotal Housing Association's values.
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### Specific duties

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5. Participate in the management and control of Pivotal Housing Association's business, including:
  - Contributing strategic opinions and setting strategic direction, vision, mission and values;
  - Financial monitoring and control;
  - Establishing plans, policies and objectives;
  - Ensuring plans are implemented, evaluating performance and driving improvement; and

- Considering and agreeing responses to any reports or strategic issues raised by the regulator, the auditors or funders.
- 6. Establish and oversee an effective framework of delegation, internal control, risk management and performance management.
- 7. Agree policies and make decisions on matters that might create significant financial or other risk to Pivotal Housing Association or which raise significant issues of principle.
- 8. Annually approve Pivotal Housing Association's corporate and business plan, budget, and accounts prior to publication.
- 9. Appoint (and if necessary, dismiss) the Chief Executive.
- 10. Contribute where appropriate to the appraisal of the Chief Executive.
- 11. Participate in other employment functions such as appraisal or recruitment of the executive team, and appeals hearings.
- 12. Ensure that Pivotal Housing Association's affairs are conducted lawfully and in accordance with general standards of probity, performance and propriety.

## Person specification - Board member

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### Experience:

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1. Track record of operating at either senior or Board level in a registered provider of social housing.
2. Experience and understanding of managing budgets and financial information.
3. Experience of working effectively with a wide range of stakeholders
4. Experience of leading complex business operations (desirable)
5. Experience and knowledge in one or more of these areas:
  - Property/ Asset management (including Health & Safety)
  - Finance
  - Supported Housing/ homelessness / sheltered housing/ extra care provision
  - Governance

### Abilities, skills and knowledge:

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6. Ability to contribute to discussion and debate at meetings.
7. Willingness to challenge constructively and express opinions - while accepting accountability and the collective decision making of the Board.
8. Ability to absorb and evaluate a wide range of complex written material, including financial information.
9. Ability to consider the wider strategic context of the organisation in discussion and decision-making.
10. Ability to represent and promote the organisation and to communicate effectively.
11. An awareness of the needs and aspirations of current and potential customers

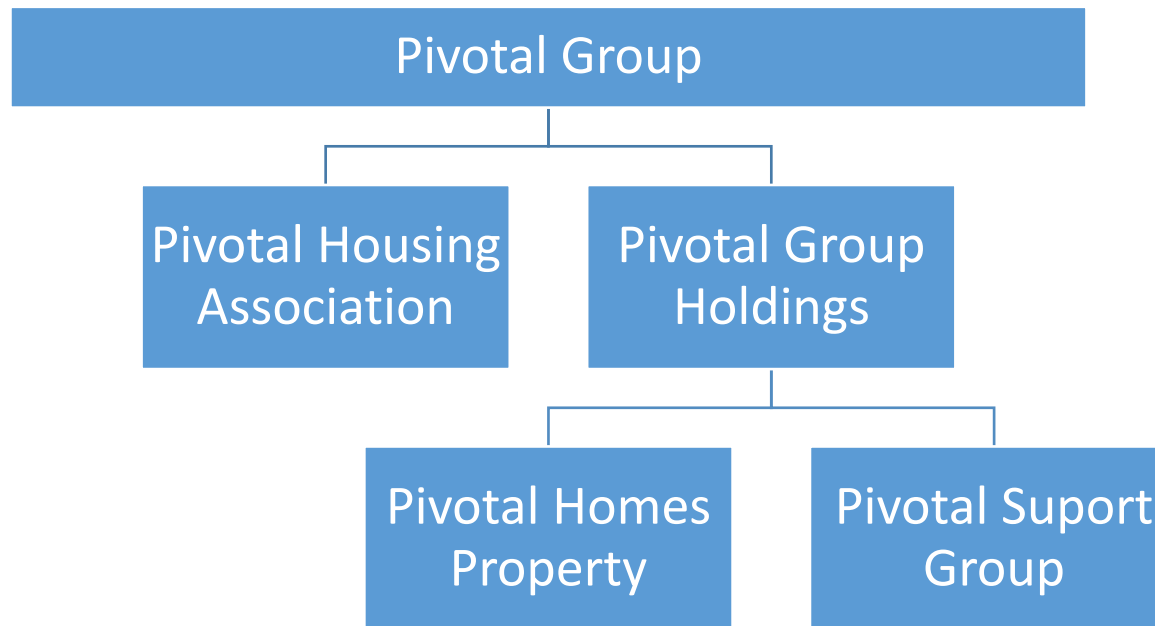
### Personal attributes:

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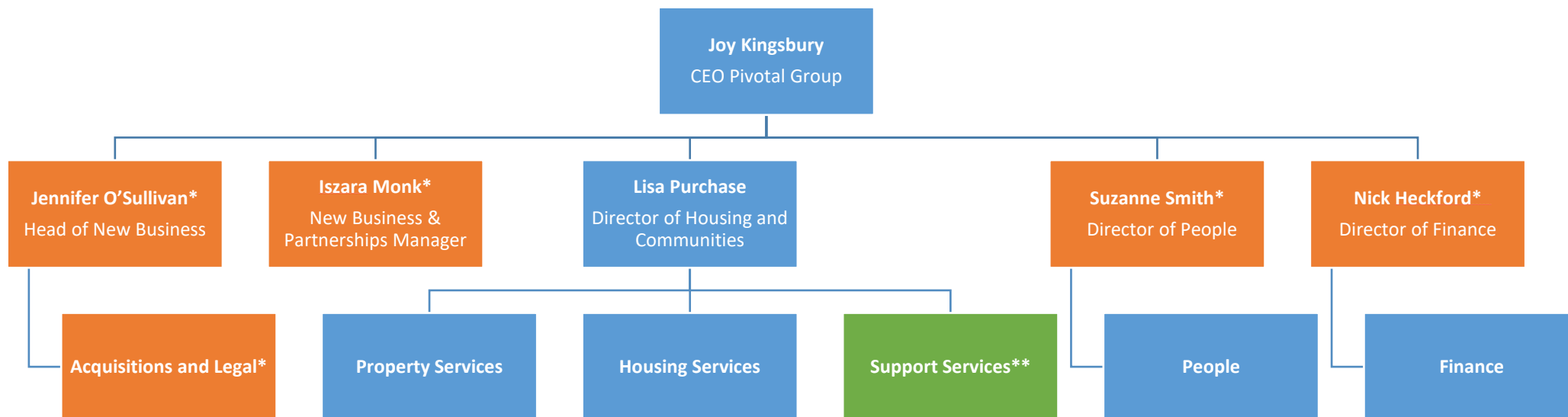
12. Enthusiastic approach – with a desire to make a positive contribution.
13. Commercially minded with a social ethos.
14. Open and supportive of others.
15. Open to change and encourages innovation and creativity.
16. An engaging and enthusiastic style, with the gravitas for an ambassadorial role.
17. Personal and professional credibility that will command confidence across a wide range of stakeholder interests.

## Organisation structure – Pivotal Group Companies

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# Leadership and staffing structure



	Staff employed by Pivotal Housing Association
	** Staff employed by Pivotal Support
	* Staff employed by Pivotal Group Holdings

## Key terms and conditions

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### Remuneration:

Currently the roles are unremunerated, however reasonable expenses are covered.

The matter of remuneration for Board posts can be taken up for discussion by the new Board once in post.

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### The appointment:

The term of office for each role is three years. Typically, renewable up to a maximum overall tenure of six years, with possible extension.

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### Time commitment:

With the formation of a new Board, a new Board meeting schedule will need to be agreed. We anticipate that between Board meetings, strategy days and an AGM, the time commitment for the roles will likely be 1-2 days per month for Board members, and 21-3 days per month for the Chair, though this may be more at the start.

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### Location:

Our registered office is at Unit 1, St Stephens Court, 15-17 St Stephen's Rd, Bournemouth BH2 6LA.

However, we have locations across Dorset, Gloucestershire, Devon and Cornwall and the new Board will be able to decide the location of future meetings in due course. It is anticipated that we will continue to operate with a hybrid model.

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## Key dates and the selection process

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**Closing date: Monday 4th November, at 9am**

We will be in touch with candidates by the end of w/c 4<sup>th</sup> November to let you know the outcome of your application.

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**Interviews: Wednesday 13<sup>th</sup> and Thursday 14<sup>th</sup> November**

Interviews will be conducted in-person at our office in St Stephens Court, Bournemouth. Candidates will be interviewed by a Pivotal selection panel, led by Joy Kingsbury, Group Chief Executive.

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*If you are unable to participate on any of the identified dates for interviews or other sessions, please do speak to Campbell Tickell before making an application.*

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## Media advertisement

# Chair Board Members (x4)



South West | reasonable expenses covered

Pivotal Housing Association manages over 500 safe places for our residents to live across 75 supported housing schemes in the South West. We provide safe homes for vulnerable adults often with complex needs, including people experiencing homelessness, and those with learning difficulties and life-long disabilities.

We are part of Pivotal Group and work closely with other member organisations in the group as well as our partner landlords to deliver the support and homes to meet the needs of our customers. We are now seeking a Chair and several Board members to help us form a refreshed Board. There are a number of strategic challenges that face our organisation, and we seek committed Board colleagues to help steer us through these and towards a stable and growing future.

For these roles we seek:

- A Chair, with good governance insight, senior experience in the housing sector, and solid financial acumen with an understanding of audit and risk; you will be effective at chairing meetings and bring either commercial experience or knowledge of the leased-based model; and
- Board members who are a team-players, who can make a rounded contribution to our debates and decision-making; bringing creativity and innovation, with senior experience to offer in one or more of the following areas of social housing:
  - Property/ asset management
  - Finance
  - Supported housing
  - Governance

**For an informal discussion please contact Isabella Ajilore on 07572 166417 or via email at [Isabella@campbelltickell.com](mailto:Isabella@campbelltickell.com) to request a candidate pack and to book a slot to discuss the role.**

**Closing date | Monday 4<sup>th</sup> November at 9am**

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# CAMPBELL TICKELL

Telephone 020 8830 6777  
Recruitment 020 3434 0990

[info@campbelltickell.com](mailto:info@campbelltickell.com)  
[www.campbelltickell.com](http://www.campbelltickell.com)  
[@CampbellTickel1](#)