



Appointment of Group Chair

# Recruitment Pack



# Contents

## Introduction

- Letter from Jeffrey Knight, Group Board Chair and Chan Kataria, Group Chief Executive, East Midlands Housing Group 3

## About East Midlands Housing Group

- About East Midlands Housing Group 4
- The Board and Executive Team 5

## Being a Chair of the Board

- Chair of the Board Role Profile 7
- Board Member Role Profile 9
- Board Member Person Specification 10
- Chair Remuneration and Time Commitment 12
- How to apply, contact information and key dates 13
- Equality and Diversity monitoring form 14

February 2017

Dear Candidate

Now is a particularly exciting time to join the East Midlands Housing Group as our new Chair. We have significant investment plans, a range of developments in housing and care, and are recognised as a high performing, influential Housing Group, both regionally and nationally.

We are aiming to recruit a new Chair to lead our existing strong Board and sustain our momentum in delivering of our transformational plans. Our present Chair has completed his 9 year term of office.

We place great value on the contribution and insight a quality Board brings. The leadership role of the Chair is complex and diverse, bringing responsibilities for developing and shaping strategy, monitoring and improving performance and service delivery to our customers, identifying and mitigating risks, improving business effectiveness and maintaining strong working relationships among Board colleagues and the Executive Team.

We need someone with strong leadership, good emotional intelligence and creative negotiation skills, who can develop effective relationships between a diverse and expert group of Board Members, the Chief Executive and the Executive Team.

We thank you for your interest and look forward to receiving your application.

Yours sincerely

Jeffrey Knight, Group Board Chair

Chan Kataria, Group Chief Executive

# About East Midlands Housing Group

## A brief history

emh group began its work as East Midlands Housing Association in 1946, building a small number of affordable homes for ex-servicemen after the war. Since then, we have evolved through our history to thrive in challenging times.

Today, we are the landlord for 19,000 homes and have a turnover of £100M. We have specialisms in developing homes in rural communities and in providing housing, care and support services to people with a range of needs.

We work in more than 40 local authority areas in the region, and with hundreds of partners.

## Timeline

- 1946: emh group starts life as East Midlands Housing Association (EMHA), a traditional housing association set up by a small group of homeless ex-servicemen with an initial capital of just £39 and 10 shillings.
- 1997: Specialist subsidiary Midlands Rural Housing (MRH) is formed to provide support services to four small county-based housing associations. Today MRH provides rural housing expertise and services to a wide range of customers as well as championing rural housing at a regional and national level.
- 2005: Foundation Housing Association joins with EMHA, bringing with it specialist expertise in providing homes and services to Black and Minority Ethnic communities.
- 2008: Three Oaks Homes – a stock transfer association with 2,200 homes in Blaby, Leicestershire – joins and the umbrella organisation East Midlands Housing Group is registered.
- 2010: The Group brands its home sales operation as Hello homes and starts selling this service to other providers.
- 2011: Three Valleys Housing - another stock transfer organisation based in Erewash, Derbyshire - joins the group adding a further 5,000 homes.
- 2013: Enable, a well-established organisation providing care and support services to people with learning disabilities in the region, joins the group. Enable has since rebranded as emh care and support.
- 2013: The four housing associations in the group amalgamate to become one new provider - emh homes - and the group re-brands as emh group.

# Our Board and Executive Team

The Board drives our strategy ensuring we make the best business decisions. emh group has adopted the National Housing Federation "Excellence In Governance Code" to encourage the highest standards of governance and accountability while responding to change and increased risk.



Jeffrey Knight  
Group Chair (Retiring from Board June 2017)



Chan Kataria  
Group Chief Executive



Bob Hingston, Vice Chair



Janet Beaumont, Board Member



David Russell, Board Member



Jim Holden, Board Member



Vandna Gohil, Board Member



Marianne Skelcher, Board Member



Chris Hobson, Board Member

## Executive Team



Chan Kataria

Group Chief Executive



Chris Ashton

Executive Director – Housing



Joanna Grainger

Executive Director – Care and Support



Andrew Kilby

Executive Director – Finance



Jim Patman

Executive Director – Development



Joanne Tilley

Executive Director – Corporate Services

# Chair of the Board

## Role Profile

### **POSITION: CHAIR OF THE BOARD OF EMH GROUP**

#### **RESPONSIBILITIES:**

- To provide leadership and direction to the Board, enabling Board Members to fulfil their responsibilities for the overall governance and strategic direction of EMH Group.
- To develop the aims, objectives and goals in accordance with emh group's rules and regulatory guidance and ensure they are applied throughout the organisation.

#### **DUTIES AND RESPONSIBILITIES:**

##### **1. Meetings**

- In consultation with the Group Chief Executive set the Board agenda, taking into account the issues and concerns of all the Board Members, ensuring agendas are forward looking concentrating on strategic issues;
- To be responsible for the effective conduct of Board meetings, ensuring that resolutions are properly put and necessary decisions made;
- To ensure that Board meetings take place at appropriate intervals and that business is conducted effectively;
- To Chair the AGM and any other special meetings that may be called from time to time;
- To ensure that all Board Members make a full contribution to the Board's affairs, work as an effective team and that their contributions are timely and relevant and that appropriate standards of behaviour are maintained;
- Ensure that the Board receives accurate, timely and clear information, including that of emh group's current performance, to enable the Board to make sound decisions, monitor performance effectively and manage strategic risks;
- Ensure constructive relations between the Executive and Non-Executive Board Members;
- With the Board develop an effective partnership with the Group Chief Executive and play a significant part in holding the Group Chief Executive and the executive team to account for the effective management of the organisation;
- Where necessary, hold meetings with Non-Executive Board Members without the Executive being present;
- To ensure that the Board delegates sufficient authority to its Committees, the Chair, the Group Chief Executive and others to enable the business of EMH Group to be carried on effectively between meetings of the Board; also ensure the Board monitors the use of these delegated powers;
- In the case of urgent business occurring between meetings, to take necessary decisions on behalf of the Board, in line with EMH Group's urgent procedure arrangements;

## **2. Induction, Development and Performance evaluation**

In conjunction with the Group Remuneration Committee:

- Ensure that new Board Members participate in a full and tailored induction programme, facilitated by the Company Secretary;
- Ensure that the development needs of the Board are identified and with the Company Secretary having a key role, that these needs are met. Board Members should be provided with opportunities to continually update their skills and the knowledge and familiarity with the organisation required to fulfil their role on the Board and its Committees;
- Ensure that the performance on the Board and its Committees is evaluated at least once a year and act on the results of such evaluation by recognising the strengths and addressing the weaknesses of the Board.
- To maintain a watching brief on Board membership, dealing with members who may need to retire and where appropriate, propose that new members be appointed to the Board or seek the resignation of others;
- Ensure the Board takes responsibility for the effective management and development of its entire staff.
- Ensure proper arrangements are in place for Board Member appraisal, assessing performance, identifying training needs and implementing a succession plan for membership;
- To be primarily responsible for the performance assessment of the Group Chief Executive including appraisal and review and recommend, to the Remuneration Committee, the remuneration of the Group Chief Executive;
- Ensure that when necessary the Group Chief Executive is replaced in a timely and orderly manner
- Ensure that the level of any agreed Board Member remuneration results from an approved process

## **3. Additional Duties**

In addition the Chair should:

- Sign documents requiring Board's or Chair's authorisation;
- Attend other functions and meetings on behalf of the Group and to undertake public duties such as scheme openings as required;
- Keep abreast of legislative changes and developments in the housing and care & support fields which may affect the Group;
- Ensure that the Board receives professional advice when it is needed, either from senior staff or external sources;
- Uphold the highest standards of integrity and probity;
- Ensure that Board Members are fully informed about all issues on which they will have to make decisions, through briefings with the Group Chief Executive, Company Secretary, and members of the Executive Team as appropriate;
- With the assistance of the Company Secretary promote the highest standards of corporate governance, ensuring compliance with the Code of Governance for members of the National Housing Federation;

- Ensure the long term sustainability of the business;
- Ensure the continual improvement in quality and calibre of executive staff;
- Provide coherent leadership of the Group, including, in conjunction with the Group Chief Executive, representing the company to stakeholders.
- Ensure that emh group values diversity in its workforce and provides equality of opportunity to tenants and staff as well as in all aspects of its business.

These are in addition to the responsibilities and duties required of a Board Member noted below:

## Board Member Role Profile

### Key Responsibilities:

As a member of the Board

1. To oversee and set the long term strategic direction for the organisation
2. To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance and monitoring risk
3. To ensure an effective business plan and budget is in place
4. To ensure that performance is monitored and managed through internal controls and delegation
5. To approve key policies to allow the organisation to achieve its objectives

### Duties and tasks to fulfil the key responsibilities:

1. **To oversee and set the long term strategic direction for the organisation including monitoring risk**
  - To collectively set the mission, vision, values, strategic objectives and high-level policies for the organisation;
  - To contribute to establishing a framework for approving policies and plans to achieve those objectives
  - To uphold and promote the core policies, purpose, values and objectives of the Association
  - To ensure major risks are reviewed regularly and an effective risk management framework is maintained
  - To keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation and investment.
  - To approve appropriate levels of remuneration for the chief executive and executive team.
  
2. **To ensure that the board fulfils its duties and responsibilities for the proper governance of the organisation including compliance**
  - To act reasonably and always in the best interests of the organisation, and comply with its code of conduct; to ensure your behaviour as a Board Member models the values of the organisation

- To contribute to and share responsibility for decisions of the Board and any committee of the Board of which you are a member;
- To work in partnership with the chief executive and his/her executive team; to challenge colleagues constructively;
- To satisfy yourself that the Company's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity;
- To engage effectively with key stakeholders as required, particularly residents;
- To comply fully with the organisation's Governing Instrument including policies, procedures and standing orders

**3. To ensure an effective business plan and budget is in place**

- To satisfy yourself as to the integrity of financial information, and ensure that all loan covenants are complied with;
- To approve each year's accounts prior to publication and approve each year's budget and business plan;

**4. To ensure that performance is monitored and managed through internal controls and delegation**

- To ensure there are appropriate mechanisms, both internal and external, to verify that the board receives a balanced and accurate picture of how the organisation is performing
- To ensure that internal controls and systems are audited and reviewed regularly;
- To monitor performance at a strategic level in relation to plans, budgets, controls and decisions;
- To participate in regular reviews of Board performance, and in Board Member appraisal; to participate in Board development and training, and in other learning activities as required.

## Board Member Person Specification

Board Members are expected to work within the following values and principles:

- **Integrity**
- **Diversity**
- **Openness**
- **Accountability**
- **Clarity**
- **Excellence**

**Group Board Members** need to bring current or recent experience and skills in areas at a strategic level in one or more of the following:

- Organisational development/HR
- Financial management
- Treasury management
- Public and social policy
- Health and Wellbeing
- Commercial management
- Development and construction
- ICT
- Audit and Risk Management
- Social Enterprise
- Care & Support
- Customer Service

All Board Members are required to have the following knowledge, skills and attributes:

#### **Skills and Attributes;**

- a) **Strategic awareness** – is able to articulate current environmental factors and those that could impact in the future. Aware of the internal resources available to the organisation and how these can be best used to achieve ‘fit’.
- b) **Innovation** – looks for creative and innovative solutions to problems, and is able to support and encourage innovative approaches in others. A skilled learner who sees problems as opportunities for learning.
- c) **Local / regional knowledge** – understands the environment and the challenges and opportunities that are available in EMHGs areas of operation
- d) **Stakeholder awareness** - is able to articulate perspectives of key stakeholders, and to take those into account in decisions.
- e) **Perspective** – is able to rise above the immediate problem or situation and see the wider issues and implications. Ability to relate disparate facts and connect relevant relationships and imagine possible future scenarios and their potential outcomes.
- f) **Change readiness** – is alert and responsive to need for change. Can model agility and encourage creativity amongst the board and executive in response to the challenges of today and the future.
- g) **Analysis and decision making**  
  
**Clarity** – on what are appropriate decisions to be made by the board. Understands clearly the difference between governance and management, and manages that boundary well.

**Detail** – insists on appropriate levels of detail to provide assurance. Is conscientious and well prepared for board duties.

**High standard of literacy and numeracy** – assimilates written and numerical information accurately. Is able to critically appraise information and make sound interpretations. Can explore counter arguments and probe more deeply when required.

**Independent judgement** – considers weighting of evidence, reasonable assumptions, alternative views, the ethical dimension and other information before reaching a final decision.

**Decisive** – is able to exercise reasonable judgement, make decisions and take action.

#### **h) Communication skills**

**Written** – can convey complex ideas and opinions with clarity and accuracy.

**Listening** – listens intently and with care to ensure clarity of understanding, asks questions to ensure full comprehension, builds on ideas or suggestions of others.

**Presentation** – can engage an audience and convey messages clearly and concisely and in a way that connects with the audience.

**Open** – is honest and open when communicating with others. Self-aware and able to acknowledge errors or shortcomings in own performance. Willing to invite and accept constructive feedback.

**Influencing** – is able to gain support and influence; political acumen.

**Team working** - builds strong and effective working relationships with Board and executive colleagues.

#### **i) Other**

The role of Chair will be required from time to time to travel to and from office and stakeholder locations, therefore the ability to cover a wide geographical area is essential.

## Remuneration & Time Commitment

Chair **£16,305 per annum** (Plus learning and development opportunities)

Time: The Chair's time commitment is a minimum of 3 days a month (this may increase depending on the activities being undertaken by the Group).

## How to apply

Please email a CV and covering letter, outlining your reasons for wishing to join our Board and the potential contribution you think you could make, to our independent consultant;

Paul Johnson  
Managing Director, 3Dk Solutions Ltd.  
Mobile: 07713 085001  
**paul.johnson@3dks.com**

It is important that your covering letter highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the recruitment pack.

Your CV should provide the following:

- Full name and postal address
- Work telephone (if applicable) and home telephone number, mobile number and email address (most written communication with you will be electronic)
- National Insurance number
- Details of any criminal convictions other than spent convictions (as defined by the Rehabilitation of Offenders Act 1974)
- Employment history (explaining any gaps)
- Education and dates your qualifications were obtained
- Current memberships of relevant professional associations/Institutes and dates
- Name and contact addresses/phone numbers of two referees. We will not contact your referees without your prior permission.

You need to state if you are related to a Board Member, an existing employee or customer of East Midlands Housing Group, and if you have any financial interest in the organisation. We also request that you complete the Equality & Diversity Monitoring Form which is attached. If you are invited for interview, you will be asked to bring along evidence of your professional qualifications as described on your CV.

Please also state on your email where you saw the advert.

If you would like an informal and confidential discussion before formally expressing your interest, please contact:

Chan Kataria, Group Chief Executive	01530 276001
Paul Johnson, 3Dk	07713 085001

### Key dates:

Closing date:	<b>31 March 2017</b>
Shortlisting:	<b>24 April 2017</b>
Final Interviews:	<b>15 May 2017</b>

Prior to appointment the Group will undertake a fit and proper person's check on the successful candidate. Your application will be treated in the strictest of confidence.

Confidential

## Equality & Diversity Monitoring Form

To check the effectiveness of our Equality & Diversity Policy, we record the gender, ethnicity and any disability of people who apply to become a Board Member. To enable us to do this, we would be grateful if you would give us the details about yourself requested below.

This is optional.

Date of birth	<input type="text"/>
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
I would describe my ethnicity as (choose one section from A to F, then tick <input checked="" type="checkbox"/> the most appropriate box - tick one box only):	
<b>A WHITE</b> British <input type="checkbox"/> Irish <input type="checkbox"/> Other <input type="checkbox"/>	<b>B MIXED</b> White & Black Caribbean <input type="checkbox"/> White & Black African <input type="checkbox"/> White & Asian <input type="checkbox"/> Other <input type="checkbox"/>
<b>C ASIAN OR ASIAN BRITISH</b> Indian <input type="checkbox"/> Pakistani <input type="checkbox"/> Bangladeshi <input type="checkbox"/>	<b>D BLACK OR BLACK BRITISH</b> Caribbean <input type="checkbox"/> African <input type="checkbox"/> Other <input type="checkbox"/>
<b>E CHINESE</b> Chinese <input type="checkbox"/> Other <input type="checkbox"/>	<b>F OTHER</b> Please specify below:
Do you consider yourself to be disabled?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If there is there anything we could provide (e.g. equipment/access/adaptations) to assist you at interview or enable you to carry out the duties of the post, please give details: ..... ..... .....	