

Chair of the Group Board

Recruitment pack
December 2019

Your application

First of all I'd like to thank you for your interest in this crucial role within Karbon Homes. On the following pages, you'll find all the information you'll need to know about the role and the selection process to help you complete and tailor your application.

Please send us the following to apply:

- An up-to-date CV or profile which outlines your full career history
- A supporting statement that explains why you are interested in this role, why you are a good candidate for this post and how you fulfil the person specification
- Equal Opportunities Form (downloadable from the campaign microsite) – whilst completion of the equalities section is not mandatory, we do like to monitor this as part of our commitment to equality and diversity

Please take the time to ensure you send us all of the above so we can consider your application. All documents should be sent to: **jim@dixonwalter.co.uk**, preferably in MS Word format. Further information may be viewed on the recruitment microsite at **<http://www.dixonwalter.co.uk/housing-infrastructure-property/opportunities/karbon-resources/>**

Applications must be received by 10 January 2020 at 12 noon. We always send you confirmation of your application. If for some reason you don't receive this with 24 hours of sending, please give us a call on 0191 500 5500. Please send from a secure email address to avoid it being treated as spam and refer to the role and organisation in the header.

If you would like to have a chat about the role and organisation, or if you have any other questions to help you decide whether to apply, then please give me a call.

Kind regards

Jim Allcroft

Executive Search Consultant



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Welcome to Karbon Homes

At Karbon we build, manage and look after homes for people across the North. And then we go further, we give them the strong foundations they need to crack on with life.

Since our formation in 2017, we've been focused on delivering on our three strategic aims - to provide as many good quality homes as we can; to deliver excellent service to our customers; and to shape strong, sustainable places for our communities.

Our footprint covers the North East of England and Yorkshire, south from the Scottish border to almost as far as the Humber, where diverse communities face differing opportunities and challenges.

Some customers just need an affordable home, or a way onto the property ladder. Others might need a bit more – financial advice, community services, sheltered accommodation or even training that can lead to a new job. Whatever people need to feel more secure, confident and happy with where they're at, we work our heart out to provide it.

We always make the effort to understand our customers. We believe that everyone deserves respect. Everyone's voices should be heard. And everyone deserves someone in their corner now and then. We believe that by focusing on our three strategic aims, combining a sound business head with a strong social heart and staying true to our values, we will build strong foundations for even more people.

We are looking for a Chair of the Group Board with a committed, goal focussed approach, who'll set clear priorities, lead by example and empower others. This is a high profile and influential leadership role that will set and monitor the strategic direction of the organisation.

You don't need to come from the housing sector but you do need to be in tune with our purpose, ambitions and values.

I am delighted that you are considering this opportunity to come and join us on our journey. So I invite you to do your own due diligence, ask others what they think of us and speak to our retained consultants, Dixon Walter. I am confident you will hear good things.

Paul Fiddaman
Group Chief Executive



Role profile

Chair of the Group Board

Responsible to:
**The Board, customers
and other stakeholders**

Role Purpose:

As Chair of the Board, ensure the success of the Group and its compliance with all legal and regulatory obligations by: working with the Board and Executive Team in setting and monitoring the strategic direction of the organisation, by creating structures and processes and by establishing an environment of trust and mutual respect in which all parties can work together to deliver the social purpose of the organisation.

Term:

Three years unless terminated early or extended in accordance with the Constitution and this Agreement

Time and Remuneration:

£20,000 per annum plus expenses, average 3-4 days per month
Responsibilities:

1. Strategic leadership

To provide strategic leadership and direction to the work of the organisation, providing inspiration and clear vision, and ensuring there is clarity of purpose. Ensure the Board takes ownership of and determines the vision, the mission, values and ethos of the organisation so that it can optimise the fulfilment of its social purpose. Be a role model for both Board Directors and the staff.

2. Good governance and compliance

To ensure that the organisation is governed efficiently and effectively, in line with the requirements of the law, the Association's Rules, the Regulator of Social Housing's requirements and best practice. Ensure the Board delegates sufficient authority to its Committees, the Chair, the Vice Chair, the Chief Executive and others to enable the business of the organisation to be carried on effectively. Lead on the appraisal and review of Board competence, succession planning and ensure there are development plans in place to strengthen governance.

3. Sound decision making

To work collaboratively with colleague Board Directors and the Executive Team to ensure Board decisions are made in a timely way, in the best interests of the organisation, and are consistent with the vision, mission and values and that they balance the interests of current and future customers, leaseholders and service users. Ensure that meetings are well managed, sound decisions are made, informed by staff or external expertise and that all Board Directors are able to express their views and explore concerns.



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Chair of the Group Board

4. Risk management

To ensure that the business is financially viable and that the Board clearly establishes its appetite for risk and the parameters for action. Ensure that the key risks are identified and mitigated to the fullest extent possible and that relevant controls are in place and business is conducted to accepted standards of probity.

5. Business planning

To drive the development of strategic plans and strategies, balancing short term requirements and long term interests and viability and ensuring that the Board takes full account of the opportunities and threats of the external environment and that they are fully assessed and any potential risks identified.

6. Performance review

To monitor the organisation's performance in relation to plans, budgets, controls and decisions, and ensure that the organisation is well run, holding the Executive to account. Ensure that appropriate records and accounts are kept, controls in place, returns and notices submitted as necessary in order to comply with all legislative requirements and best practice standards.

7. Represent the Group

Raise the profile of, and enhance the reputation of the organisation by acting as an ambassador at key events with, staff, customers, relevant sector bodies and stakeholders including investors, regulators, local authorities and other key stakeholders and maintaining good working relationships.

8. Lead on the management of the Chief Executive

With the Board, lead on the appointment of the Group Chief Executive, establishing a constructive working relationship and providing him/her with support as required, whilst holding him/her to account for his/her performance against set targets, conduct the annual appraisal of their performance.

Key Tasks

- Make a positive contribution to the work of the Group Board by: establishing the agendas, diligently preparing (scrutinising relevant papers and researching) for and then by leading Board meetings, periodic business planning and away day events.
- Chair Group Board meetings, ensuring the efficient conduct of the Board's business, building a consensus and ensuring decisions are well founded, balancing the need for timely decision making with efficiency and sharing collective responsibility for and upholding Board decisions. Ensure the Board has adequate information and professional advice on which to base decisions and time to reflect.



Role profile

Chair of the Group Board

- Contribute to the on-going development of the Board and improvement of governance by carrying out and participating in individual appraisals and reviews of the whole Board, ensuring there is a training programme for all Board Directors and to enable them to meet individual development objectives.
- Develop the Board succession plan and support the recruitment of new Board Directors.
- Ensure the Board maintains an appropriate balance between strategic focus and operational scrutiny.
- Ensure a close understanding of the activities of the organisation by visiting schemes, meeting customers and agencies with which they work and taking an active interest in the work of the organisation and of the sector as a whole.
- Representing the organisation in the external environment, acting in accordance with the organisation's values and ethos and promoting the brand and reputation of the organisation with stakeholders. Where necessary, lead negotiations on behalf of the organisation.
- Take delegated decisions in accordance with the rules of the organisation, reporting such decisions to the Board.
- Keep specialist skills and knowledge up to date and share with colleagues in the organisation to support sound decision making, develop understanding and joining any working parties or panels as requested.
- Act with independence and integrity at all times and following the Code of Conduct for Board Directors, including declaring all conflicts of interest. Champion the organisation's values and model the behaviours.
- Work collaboratively with all colleagues, building excellent relationships, developing a strong 'one team' approach between Board and Staff, providing support and challenge, understanding the constraints and helping the organization to deliver on its mission and vision.
- Create a culture of openness, trust and focus between all those working together to deliver the organisation's objectives and vision. Whilst fostering creative tension, ensure that differences of opinion or perspective do not become corrosive or deflect the organisation from achieving its aims.



Role profile

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Person specification

Technical skills

1. Evidence of successful executive or non executive leadership within a high-level team and participation in the formulation of objectives, policies and strategies within a complex, customer focused organisation.
2. Experience as a Non-Executive in a similar or equivalent public or private sector organisation and bringing an understanding of good governance and of the relevant systems, processes and relationships required to deliver excellence in governance within the sector.
3. A demonstrable passion and enthusiasm for housing and wider neighbourhood regeneration and an understanding of the current policy, economic and legislative environment in which the sector operates.
6. Thinks strategically, objectively and clearly, balancing competing interests and long short term priorities and bringing a high level of commercial understanding at both a strategic and operational level.
7. Can identify risk, promote risk awareness without being risk averse and can take a balanced view of the level of post mitigation risk that the organisation has the appetite for.
8. Is able to actively monitor and drive organisational performance, supporting others to achieve the highest standards of corporate governance, scrutiny, legal and financial responsibilities.
9. Ability to build strong collaborative relationships with the Chief Executive and other Board Directors and to support, challenge and hold to account, to carry out appraisals and manage emerging performance issues.
10. Excellent communication and networking skills with a personal and professional demeanour that generates trust and confidence in all stakeholder organisations.
11. IT literate and comfortable with handling, analysing and prioritising large amounts of complex data using technology.

Skills and abilities

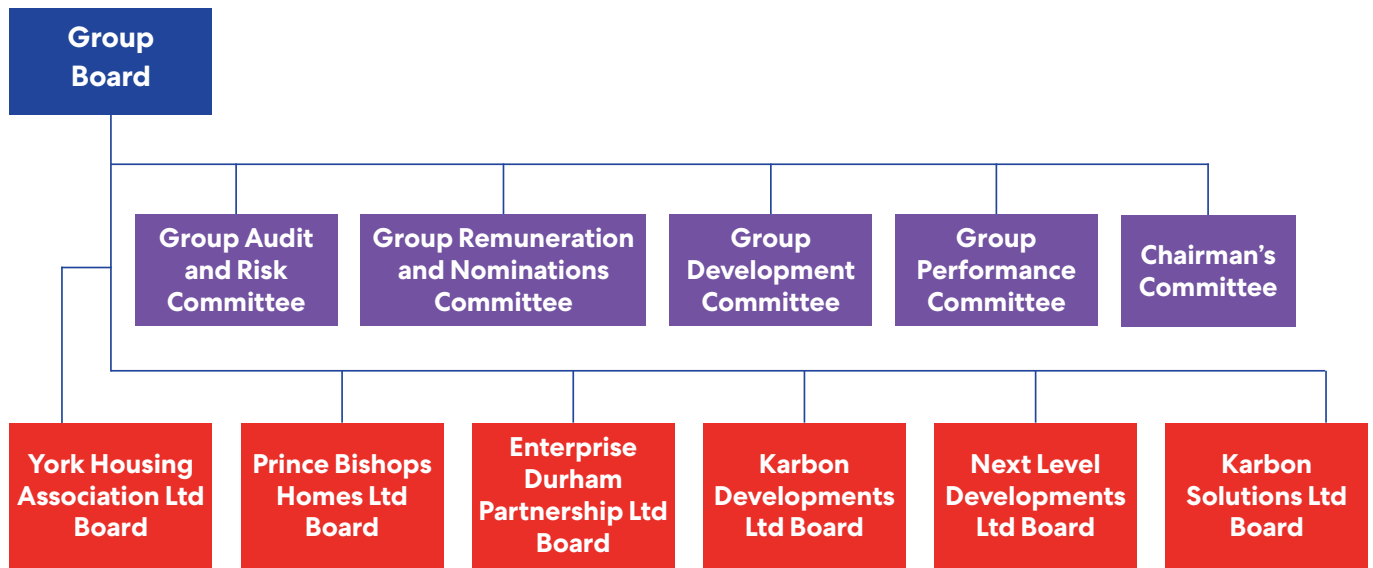
1. Understands the boundaries between Board Director and Executive responsibilities and can both maintain that boundary and support others to do the same and maximize the value added by both. Will share expertise willingly and act as a mentor and critical friend to the Chief Executive and other Board Directors.
2. Ability to motivate and inspire different organisations of stakeholders towards common goals and to create a culture of high standards, high expectations and commitment to customer service, efficiency and innovation.
3. Takes a committed, goal focused approach, setting clear priorities, leading by example and empowering others
4. Ability to chair formal meetings effectively, facilitating all Board Directors to contribute, expressing views succinctly and effectively, summarising, finding common ground and building consensus. Able to manage conflicting views and perspectives and supports persuasive discussion and focused debate. Ensures decisions are made on the basis of good information and advice.
5. Ability to scrutinise (financial, performance and other data) and challenge complex information and underlying assumptions to ensure best decisions can be made.

Attributes

1. A high degree of personal probity, integrity and confidentiality.
2. A commitment to the values of the organisation and a willingness to model behaviours-including promoting a culture that values diversity and provides equality of opportunity.



The Group Board and Committee Structure



The Executive Team



Paul Fiddaman
Group Chief Executive



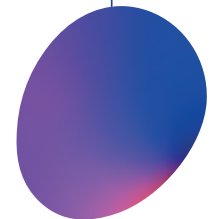
Richard Fryer
Executive Director
Governance
and Integration



Charlotte Carpenter
Executive Director
Growth and Business
Development



Jo Ray
Executive Director
Customer Services



Vacancy
Executive Director
Resources

Key dates

Closing date:

10 January 2020

Final interviews to be held February 2020

Please advise Dixon Walter if you foresee any issues with the dates identified.



karbon
homes

Providing a strong foundation for life

Chair of the Group Board

£20,000 plus expenses, average 3-4 days per month

At Karbon we build, manage and look after homes for people across the North. And then we go further, we want to build better lives for our customers, not just better homes. Everything we do is for their security, health and happiness under their own roofs, in their communities and out there in the wider world.

Since our formation in 2017, we've been focused on delivering on our three strategic aims – to provide as many good quality homes as we can; to deliver excellent service to our customers; and to shape strong, sustainable places for our communities.

Our footprint covers the North East of England and Yorkshire, with almost 30,000 homes across diverse communities, all facing different opportunities and challenges.

We are looking for a Chair of the Group Board with a committed, goal focussed approach, who'll set clear priorities, lead by example and empower others. This is a high profile and influential leadership role that will set and monitor the strategic direction of the organisation.

You will have recent experience at a senior level in:

- Understanding best practice governance and compliance combined with the relevant systems, processes and relationships required to deliver excellent governance
- Establishing an environment of trust and mutual respect in which all parties can work together to deliver the social purpose of an organisation

You don't need to come from the housing sector but you do need to be in tune with our purpose, ambitions and values.

Keen to find out more? We are keen to talk to talented people from all sectors and previous experience of the profit for purpose or housing sector is not necessary.

Please contact Jim Allcroft, jim@dixonwalter.co.uk, 0191 500 5500 for a confidential discussion.

Closes 10 January 2020 at 12 noon.

Diversity is valued at both Karbon and Dixon Walter and we welcome applications from all sections of the community.