



# BOARD CHAIR

Recruitment Information Pack



# BOARD CHAIR

## RECRUITMENT INFORMATION PACK

### Contents

Welcome	2
A bit about us	4
The GSA Way	6
Simpler, Stronger, Better	8
Meet our board	10
Our governance structure	12
Meet the Exec Team	14
More about us	16
About the role	18
Our EDI commitments	20

On behalf of the GreenSquareAccord Board, I would like to thank you for your interest in joining us as Chair. We believe that everything starts at home, and we feel privileged to be able to do work which makes a real difference to the lives of people in our communities.

# WELCOME

GreenSquareAccord was formed in 2021 through a merger of two well-established housing association groups. Since then, we've been working through a range of challenges, some external and some internal, but always with a focus on delivering the best of services for our customers. Following our recent in-depth assessment and upgrade to G1 by the Regulator for Social Housing, we are focussed on delivering our ambitious new Simpler, Stronger, Better five-year strategy. Our new chair will be critical in ensuring the successful delivery of the strategy, which will see a transformational change in the level of investment in our homes and services.

Our Board Members, and in particular our Board Chair, are responsible for overseeing delivery of our strategy and the provision of high-quality housing services and care and support services to the people and communities we serve. In fact, everything we do is centred around people and places and delivered by our highly committed colleagues who live and breathe the GSA Way as we strive to deliver the very best outcomes every day in every part of our business.

Our new chair will have a proven track record of operating as a senior non-executive director, who may have previously chaired a large and complex organisation. They will have ideally gained strategic management experience in a customer-focused organisation and have insight into the social housing sector. Understanding the complexities of a regulated sector and the role of a non-executive board in the governance structure will be critical. The successful candidate will lead our Board's oversight of the organisation, working with our Chief Executive and wider Executive Management Team to deliver first class services to our customers.

This pack has been prepared to provide you with some background and useful information to give you an introduction to GSA.

If this is the challenge you have been looking for, we look forward to receiving your application.

Best wishes,



*John*

**John Creswell**

Deputy Chair and Senior Independent Director



## GreenSquareAccord is one of the biggest social housing and care providers in England.

We believe passionately in our mission to build better lives and provide social housing and support services to 54,000 people across our four localities. We are proud to play an active role in helping people to deal with the consequences of the housing crisis by providing affordable homes for people in our communities who need them most.

We also provide care and support to some of the most vulnerable people in society. This includes support for people who are homeless, experiencing domestic violence or have been part of the criminal justice system.

# A BIT ABOUT US

GreenSquareAccord was formed in April 2021 from the merger of the similar-sized Accord Housing Association, based in the West Midlands, and GreenSquare Group, based in the South West. Both organisations have a long history of providing affordable homes and support services for people in need.

GreenSquare's origins date back to 1866 when the Oxford Cottage Improvement Company Limited established itself as a local pioneer in driving housing reform. And the origins of Accord date back even further with the creation of the Harpers Almshouse charity in 1511 to provide lodging for poor men visiting Walsall.

We believe passionately that our purpose is to be a great social landlord, and we want to deliver the best services we can.

Our customers face significant pressures and challenges, and this means it is more important than ever that we clearly define our role so that we can make a difference.

We want to provide quality homes and excellent social landlord services, support our customers and help to build stronger communities.



2,000  
colleagues



25,000  
homes



100+ care  
and support  
schemes



54,000  
housing  
customers

# THE GSA WAY

## Our culture and behaviours

### We are curious and ambitious

- Embracing change
- Being proactive in shaping improvements
- Learning from our mistakes



### We are supportive and caring

- Valuing differences
- Building strong relationships
- Listening and seeking solutions
- Doing things safely and looking out for one another



### We believe our customer is everything

- Knowing what matters to our customer
- Putting their needs first
- Keeping our promises
- Owning to the end



### We are business-minded for social purpose

- Taking pride in what we do and why
- Making the most of our resources and working efficiently
- Being dynamic and working at pace



### We are one team

- Contributing to the bigger picture
- Owning our performance and sharing success
- Communicating clearly
- Challenging respectfully



We know that how we do things is just as important as what we do. To help us make a difference, together, we created **THE GSA WAY**.

A culture we commit to, aspire to, and live and breathe. Commitments and behaviours which together make our organisation what it is.

Here is the story of **THE GSA WAY** told through our colleagues.

# Simpler, Stronger, Better is our plan to make sure we become a great social landlord.

Everything we want to achieve in the next five years sits under these **three pledges**.

Under the pledges sit **four objectives** which will help us to meet them:

We will **simplify and strengthen our business**



We will **improve our customer offer**

We will **improve the quality of our existing and new homes**

We will **create a culture which empowers our people**

We believe passionately in the work we do, and we want to deliver the best services we can. Our customers face significant pressures and challenges, and this means it is more important than ever that we clearly define our role so that we can make a difference. We want to provide quality homes and excellent social landlord services, support our customers and help to build stronger communities.



# MEET OUR BOARD



**ROBIN BAILEY**

Chair



**JOHN CRESWELL**

Deputy Chair and Senior Independent Director



**RUTH COOKE**

Chief Executive and Board Member



**PABLO ANDRES**

Board Member, Audit and Risk Committee Chair and Treasury Committee Chair



**GILLIAN DURDEN**

Board Member



**DAVID GREENHALGH**

Board Member and Homes and Customer Experience Committee Chair



**SUSAN GOLDSMITH**

Board Member and People and Culture Committee Chair



**CHRIS HAMPSON**

Board Member and Care and Support Committee Chair



**CRAIG JONES**

Board Member



**PHILLIP LYONS**

Board Member and Investment Committee Chair



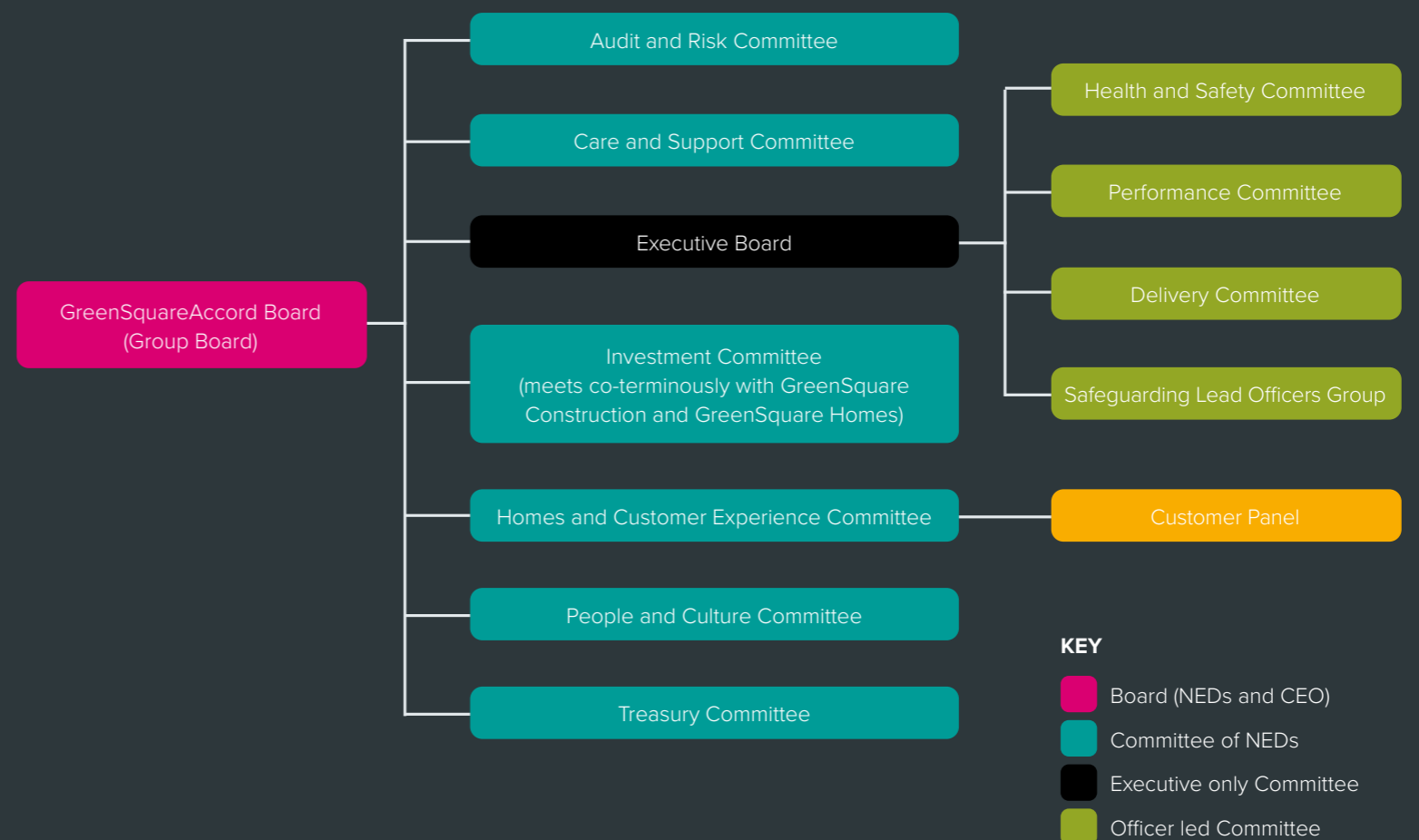
**JO MAKINSON**

Board Member and Chief Finance Officer



# OUR GOVERNANCE STRUCTURE

A range of committees sit underneath our board. This allows us to closely track and scrutinise our performance in central areas of our work.





# MEET THE TEAM

Our Executive Team leads our colleagues across a diverse range of functions. Here you can see who's who and the teams they oversee.



RUTH COOKE

Chief Executive Officer



JO MAKINSON

Chief Finance Officer



MAXINE ESPLEY MBE

Chief Operating Officer



HELEN MOSS

Exec. Director of People



SOPHIE ATKINSON

Exec. Director of Governance



# MORE ABOUT US



Our 2022-23 annual report showcases our performance for the 2022-23 financial year. It also highlights our achievements and changes we have made to improve our services.

Our 2022-23 financial statements detail our financial performance and further information about our structure and activity.

# ROLE PROFILE: CHAIR OF THE BOARD

## Remuneration

£24,500 per annum (under review)

## Term

An initial term of three years, which may be renewed up to a maximum of six years.

## Time commitment

Eight board meetings, committee meetings (attendance as required) and two strategy days a year. The estimated commitment required is 4/5 days per month:

Board meetings

- ◆ 26 March 2024
- ◆ 23 May 2024
- ◆ 25 July 2024
- ◆ 19 September 2024
- ◆ 14 and 15 October 2024 (Strategy away-days)
- ◆ 28 November 2024
- ◆ 30 January 2025
- ◆ 27 March 2025

## The role

The purpose of this role is to:

- ◆ provide strategic leadership
- ◆ ensure the mission, vision and values of the organisation are upheld
- ◆ ensure that GSA continues to meet its responsibilities to customers, colleagues and stakeholders through the provision of housing, care and support and other key services.

The Chair is expected to uphold the duties and responsibilities of a Board Member as well as those duties specific to the role.

## Essential functions

- ◆ to ensure the efficient conduct of the Board and general meetings and to ensure that the views of all Board Members are sought before any important decision is taken
- ◆ to establish a constructive working relationship with, and provide both support and challenge for, the Chief Executive and Executive Directors
- ◆ to ensure that the Board delegates authority as required to enable the business of GSA to be carried on effectively between meetings; and also to ensure that the Board monitors the use of any delegated powers
- ◆ to take decisions delegated in this way to the Chair in consultation with other Board members, and with any necessary advice from the Chief Executive
- ◆ to ensure the Board receives professional/specialist advice when it is needed
- ◆ to lead the appraisal and review processes for the Board (collectively and individually), and ensure that action is taken on its results including identifying the development needs of the Group Board as a whole
- ◆ to review the composition and performance of the Board and Board Members and to initiate action to remedy any deficiencies
- ◆ to lead on the recruitment and appraisal of the Chief Executive, when required, and ensure that their terms and conditions and remuneration are reviewed and approved in line with this Governance Framework
- ◆ to ensure that GSA complies with its chosen codes of governance and conduct, and demonstrates good governance in line with the housing and care sectors and other good governance principles
- ◆ to ensure that all committees of the Board operate within a similar and consistent framework for good governance, sound controls and management of risk
- ◆ to represent and act as an ambassador for the organisation on appropriate occasions, internally and externally
- ◆ to actively contribute to ensuring the long-term sustainability of the business

## Key attributes

For our next Chair, we are seeking a professional and focused individual who can help GSA articulate what being a great social landlord means to the organisation and can encourage healthy debate to both un-complicate our business and drive a clear and purposeful agenda for the future.

Our Chair will ideally bring:

- ◆ Either direct experience within a social housing context, or if not, a sound knowledge of public sector regulated environments.
- ◆ Financial acumen coupled with commercial awareness of a sufficient level to introduce strategic board level conversations.
- ◆ An appreciation of equality, diversity and inclusion and how to advance our thinking in these areas to become sector thought leaders.
- ◆ The ability to gain respect, drive a 'one board identity', and encourage agile and effective decision-making.
- ◆ A collaborative working style, built on an active listening approach which is underpinned by placing the customer at the centre of board conversations at all times.
- ◆ Demonstrable skills around both change and risk management, in order to simultaneously bring stability and clarity of thought to the future direction of GreenSquareAccord, but also advance an innovative and transformative agenda.
- ◆ Promote and represent the GSA Way across our organisation.

The list of attributes above is not an exhaustive list and any prospective Chair candidates should seek to demonstrate an uncomplicated style which encourages senior leaders to connect and input outside of board and sub-committee meetings.

## How to apply

If you are interested in applying for the position, please submit your CV or biography together with an Expression of Interest (EoI) via email. Please explain your motivations for applying for the role and any relevant information supporting your application.

If you would like an informal discussion regarding the role on offer, please contact **Vanessa Moon** or **Simon Quinn** via email [recruit@moonexecsearch.com](mailto:recruit@moonexecsearch.com) or call 01275 371200.

Completed applications with CVs and EoI should quote reference **MC2400** and should be sent by email to [recruit@moonexecsearch.com](mailto:recruit@moonexecsearch.com)

## Closing date

Friday 19 January 2024

## Preliminary interviews with Moon Executive Search

Ongoing, virtual. Please note we are able to hold these interviews prior to the application closing date. We reserve the right to close this vacancy early if we receive sufficient applications for the role. Therefore, if you are interested, please submit your application as early as possible.

## Informal conversations with the CEO

Friday 26 and Tuesday 30 January 2024

## First panel interview

Wednesday 14 and Thursday 15 February 2024. Panel to consist of: John Creswell (Deputy Chair), Susan Goldsmith, (Board member and People and Culture Committee Chair), Sophie Atkinson (Company Secretary), Ruth Cooke (CEO - observer) and Moon Executive Search (Independent Observers).

# OUR EQUALITY, DIVERSITY AND INCLUSION COMMITMENTS

**At GreenSquareAccord, our Equality, Diversity and Inclusion (EDI) mission is simple. We want to be a diverse and inclusive organisation with a diverse and inclusive Board that reflects the communities we serve. We want to be a fair and inclusive employer and landlord.**

This mission is at the core of our corporate strategy Simpler Stronger Better. We believe that being a diverse and inclusive organisation will deliver better outcomes, not only for our customers, but also our colleagues.

Our goal is for our organisation to have varied perspectives and backgrounds. This will ensure we are diverse to make better decisions, improve colleague's experience and workplace culture, and that there is a range of opportunities for our colleagues to develop and grow, making us an employer of choice.





**Call** 0300 111 7000

**Visit** [greensquareaccord.co.uk](https://www.greensquareaccord.co.uk)

**Like** [facebook.com/greensquareaccord](https://www.facebook.com/greensquareaccord)

**Tweet** [twitter.com/greensqaccord](https://twitter.com/greensqaccord)

**Tag** [instagram.com/greensqaccord](https://www.instagram.com/greensqaccord)