



Wythenshawe
Community Housing Group



**Join
us!**

**INDEPENDENT COMMITTEE MEMBER
GROUP REMUNERATION AND
GOVERNANCE COMMITTEE
RECRUITMENT PACK**

Welcome to Wythenshawe Community Housing Group (WCHG)

Thank you for your interest in becoming a member of our Remuneration and Governance Committee.

Wythenshawe Community Housing Group is a place-based organisation with strong links to the local community. We provide much more than good quality housing and deliver a diverse range of services that not only ensure customers' homes are safe and well maintained, but also enrich communities, transform lives and support local community development and economic growth.

This is an important stage in the development of our organisation. We are undergoing a business transformation programme that is targeted at delivering sustainable improvements to ensure we continue to deliver excellent customer service, support local communities and remain an outstanding employer to our 490 staff. Our colleagues are key to the delivery of this ambitious programme. We have strong colleague engagement with a Colleague Net Promoter Score of +36, and we continue to develop and embed our values-based culture.

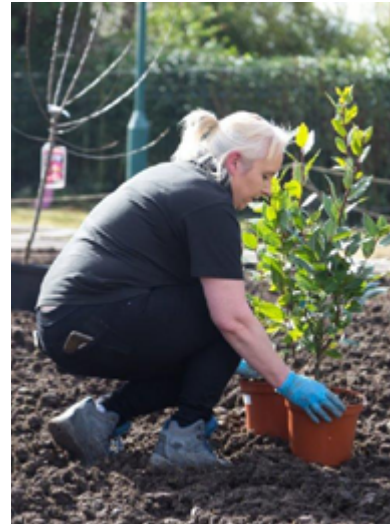
We are looking for an independent member of our Remuneration and Governance Committee. The Committee's role includes the review and oversight of colleague strategies and policies, and the review of colleague performance metrics and trends. The Committee also has a role in ensuring effective governance of the Group. We are looking for someone who shares our values and brings the skills and experience to help us achieve our strategic ambitions. Ideally you will bring experience of strategic people management, culture change, organisational development and/or employment law and regulation.

It is crucial that as a non-executive team, we collectively retain strong links to our customers and our local communities. We also aim to 'walk the walk' on diversity and inclusion, and are serious about reflecting the communities we serve.

Thank you for your interest and I wish you all the best in your application.



Tahir Idris
Chair of Group Remuneration and Governance Committee





About Us

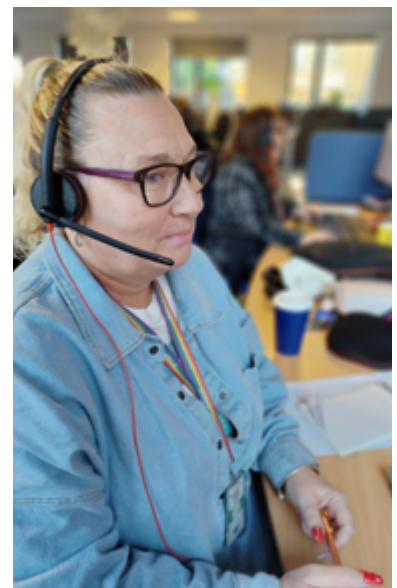
Wythenshawe is eight miles south from Manchester City Centre and covers an area of around eleven square miles. 41% of housing in Wythenshawe is owner occupied (national average 62.5%) and 42% is social rented (national average 17.1%), most of which is owned by us. The area is home to c.65,300 residents of which c.26,600 live in our homes. We are the largest Housing Association in Manchester with around 13,700 homes, 20% of Manchester's social housing.

Whilst parts of Wythenshawe have high levels of multiple deprivation, there are many positive factors about the area, including:

- Significant inward investment
- Great transport and connectivity
- Strong community spirit and supportive local partnerships
- Relatively affordable housing
- Positive influence of WCHG's work over many years

WCHG has a critical role as a community-based organisation that goes beyond housing. In Wythenshawe we are a major local employer, investor, support provider and enabler, building on the strengths of local people, organisations and the wider community. We aim to recruit locally and promote our staff internally where possible, recognising that this enables our spend to create greater social mobility in Wythenshawe.

Financial stability is the vital underpinning of our investment in homes, services and the community. The Group's 30-year Business Plan shows healthy and improving financial performance demonstrating financial resilience and future borrowing capacity.





Our Purpose

To provide good quality homes and services to our customers and to play a leading role in creating safer, healthier communities.

Our Values

Our values underpin all that we do:



We are **one team**

inclusive, supportive and collaborative



We act with **integrity**

trusted, reliable and respectful



We support **aspiration** for colleagues, customers and community



We are **courageous**

willing to challenge and change to improve and innovate



We are **practical**

resourceful, pragmatic and prudent



Our Corporate Plan

Our corporate plan can be read [here](#).

Our corporate plan 2023-26 sets the tone and vision of our business for the next three years. The important focus on homes, services and communities from our purpose has a clear golden thread through to the strategic themes and objectives of our plan. Underpinning the plan are detailed actions to be delivered through a business transformation programme that is designed to achieve sustainable improvements to our organisation for customers, communities, colleagues and partners.



We will continue to engage and listen to our customers to understand their needs. This will help us improve our services and the customer experience. We will address anti-social behaviour and its causes as we know this is important to customers. We will empower the local communities we work with through our LIFE model approach (Lead, Influence, Follow, Exit), and by developing and implementing our Living and Ageing Well Strategy.



We are rising to the challenges of higher building safety and property standards. This will include continuing to improve the knowledge of our assets to support value-for-money investment choices and meeting the increasing demand from customers to maintain and improve their homes, all while investing in the Garden City environment of Wythenshawe.



We aim to increase the supply of new affordable homes across Wythenshawe and neighbouring areas by developing 200 homes every year, with a pipeline of 1,000 homes.



We will continue to invest in our inclusive environment of people, skills, culture, technology, systems, processes and business infrastructure. This will allow us to meet the increasing expectations of customers, communities, colleagues, partners and other stakeholders all while retaining our robust finances.



We will build on our resilient financial position, making sure every pound we spend adds social and/or financial value to support the delivery of our purpose. Our VfM strategy is focussed on delivering tangible cash benefits, optimising the impact of our social investment, and investing to deliver future benefits (invest to save).



We are proud to be working in partnership with GM Housing providers and MCC to reduce our reliance on carbon. We measure our carbon use annually, setting challenging targets to reduce our impact upon the environment. During the life of this plan our focus will be on raising our housing stock EPC ratings to SAP C and achieve the 2030 target for all homes. We will also build 10% of new homes using Modern Methods of Construction.



Our People Strategy

Our People Strategy 2022-25 is based on six pillars, each with an underlying plan of activity to help us deliver our purpose and the objectives of our strategic themes and Corporate Plan.



Employer of choice

Clear employer brand and employee value proposition
Attract and retain talent
Living our values



High performing workforce

Motivated to deliver our organisational purpose
Colleague-led ownership of performance
Performance management that builds capacity



Inspirational and effective leadership

Model the values
Investment in key skills
Collective leadership responsibility



Equality, diversity and inclusion

Encourages collaborative working
Empowered decision making
Quality colleague profile data



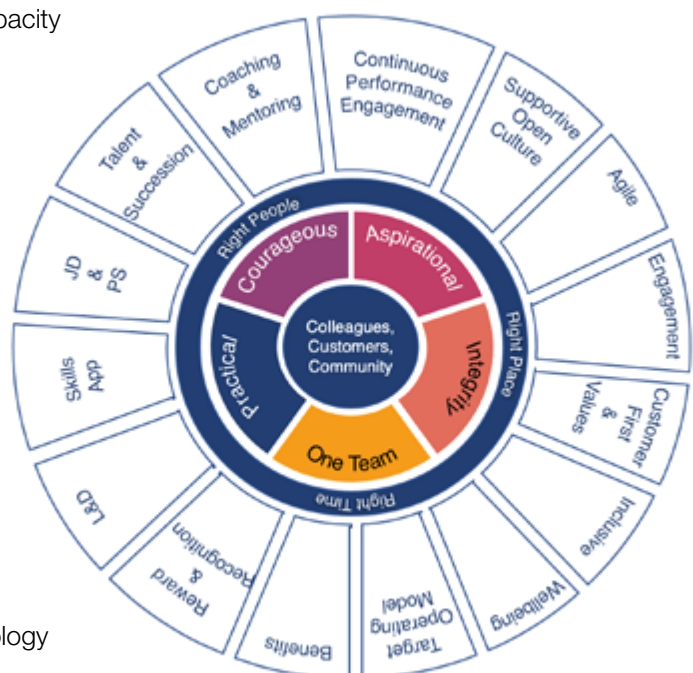
Wellbeing and engagement

Engages with purpose and values
Recognise importance of self-care
Open and supportive environment



Agile business

Organisational mindset
Embrace change, innovation, new technology
Adaptable structures



Our key people priorities for the next three years



Governance - The Board

WCHG is a charitable community benefit society and is registered with the Regulator of Social Housing. Our last In-Depth Assessment, in 2023, confirmed that we have retained the highest ratings for governance (G1) and viability (V1).

The Group Board comprises eleven non-executive board members and is responsible for managing the affairs of the Group. There are four Committees of the Board; Audit and Risk Committee, Remuneration and Governance Committee, Development Committee, and Customer Experience Committee.

The current board members are:



Nick Crofts, Chair of the Board

Nick has more than eight years' leadership experience in social housing, having held the positions of Deputy Chair of Cobalt Housing and Chair of Venture Housing, both

based in the North West. He is also currently CEO of the Co-op Foundation - one of the region's best-known charities - and has served as a city councillor in Liverpool for 10 years. Nick was appointed Chair of the Board on the 31 March 2022.



Sam Wilson, joint Vice Chair

Sam is Chief Technology Officer at DA Languages. As well as being born in Wythenshawe Hospital and growing up nearby, Sam has a number of family ties to the area

through schools and the Manchester University NHS Foundation Trust. This has contributed to him wanting to be involved in the community.



Michelle Gregg, joint Vice Chair and Chair of Customer Experience Committee (CXC)

Michelle lives locally and has worked in the housing sector for more than 35 years. She started

her career working in Housing Aid for Trafford Council and has held a number of executive director roles with North West based housing associations, primarily with a customer service focus.



Tahir Idris, Chair of Remuneration and Governance Committee

Tahir commenced his career in housing in 1989 as a trainee and has held many senior roles since. He is experienced in

transformational change management - both strategic and operational - with a strong focus on communities, tenants and residents. He has worked for a wide range of housing associations, from small, community-led associations to industry-leading providers, such as Places for People, Together Housing and Housing 21.



Governance - The Board cont'd



Tony Bell, Chair of Audit and Risk Committee

Tony is a qualified accountant with more than 20 years' experience at Board level in the further education sector, with roles

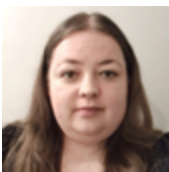
including managing director, group commercial director, vice principal and director of finance. Tony has close links with the local community borne from his voluntary role as deputy chair of a dual-location enterprise park in Manchester which provides work space and business support to 200 small and medium-sized enterprises.



Nigel Sedman, Chair of Development Committee (retires March 2024)

Nigel is a chartered quantity surveyor and is Director of Investment and Regeneration at

Salford-based housing association ForViva Group. He has worked in social housing for over 20 years and is experienced in strategic asset management, procurement, repairs and maintenance, estate regeneration and the development of new housing. He is passionate about working with customers to improve neighbourhoods and services.



Leanne Todd

Leanne is a Chartered Tax Advisor with over ten years in professional practice, serving clients in the music, sports, and entertainment industries.

She has lived in Wythenshawe for most of her life and is now keen to contribute to the community through her Board role at WCHG.



Michael O'Doherty

Michael brings operational, strategic and governance experience from several housing, sustainability, and estates roles. Currently Director for

Place at Local Partnerships (a UK Government owned public sector advisory agency), Michael has previously served as Regional Programme Manager for the Cabinet Office One Public Estate Programme and has managed housing services at Tameside, Knowsley and Manchester City Councils. Michael is a Governor at a Greater Manchester Primary School and was previously a NED at Regenda Housing Group where he sat on the Risk and Audit Committee. He has been a member of the Chartered Institute of Housing for over 25 years



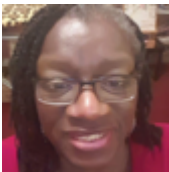
David Nuttall

Dave has lived in Wythenshawe for 25 years and currently runs a local charity in the community. He has previously been a school

governor, as well as being involved with local community groups. Dave strongly believes in equality for all people across the community.



Governance - The Board cont'd



Elaine Mills

Elaine is a Mancunian of African-Caribbean heritage. Her experiences of living in Manchester, working in the voluntary and community

sectors and in public service has provided her with a wealth of experience, knowledge, skills and an understanding of the lives of a range of people from diverse backgrounds and the barriers and obstacles they face in achieving their full potential.



Angela Moran

Cllr Angela Moran is a Manchester City Councillor for Northenden ward which includes Benchill and Northern Moor. Her interests include the expansion of affordable

housing in Wythenshawe to help tackle the local housing crisis. This is Angela's first non-executive board position and she is keen to use it as a way to give back to the local community. Angela previously worked in economic development and public policy and has a special interest in regeneration and community development.

The current members of the Remuneration and Governance Committee are:

- **Tahir Idris (Chair)**
- **Nick Crofts**
- **Elaine Mills**
- **Michelle Gregg**

The Committee meets four times a year, and Committee Members also attend Board and Committee Away Days four times a year.



Governance - The Executive Team



Nick Horne, Group Chief Executive

Nick is an experienced chief executive with over 35 years' experience and a proven track record of delivering high-end, customer focused services, improving business efficiency, value for money and community sustainability.



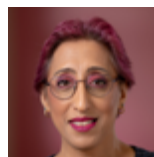
Paul Seymour, Executive Director of Customers and Communities

Paul is an experienced executive director with a comprehensive track record of leading, inspiring and motivating staff and teams, and successfully implementing business transformation, change management, and strategic operational solutions.



Andrea Lowman, Executive Director of Development

Andrea is a qualified architect with substantial experience and a passionate interest in the housing and regeneration sector. She has held various director roles over the last 20 years with responsibility for all aspects of development, regeneration, investment, asset management and repairs delivery.



Shahida Latif-Haider, Executive Director of Transformation and Resources

Shahida is a chartered accountant who has worked in the housing sector for over 20 years. She brings a wealth of experience in finance, compliance, risk management, assurance, governance and health and safety.



Paul Butterworth, Executive Director of Assets

Paul joined the executive team in 2019 having worked for WCHG for 10 years. Paul's role is to ensure all our homes and assets are maintained to high standards, remain efficient and provide customers value for money.



Simon Morris, Executive Director of Finance

Simon is an experienced executive director within the private and social housing sectors and brings 30 years of financial management and expertise. He is also the company Secretary for all of the group's entities and a Member of the Institute of Chartered Accountants in England and Wales.



The Role - What we're looking for

We have an ambitious Corporate Plan that continues to place customers at the heart of all we do. Our transformation programme will improve the customer experience and our development strategy will deliver much needed new homes in Wythenshawe and surrounding areas.

We are looking to appoint an Independent Committee Member for the Remuneration and Governance Committee. In particular, we would welcome applications from individuals who can offer some of the skills and experience listed below:

- Knowledge of, or an interest in, the social housing sector
- Organisational development
- Strategic people management
- Culture change
- Business transformation
- Employment law and regulation

The list above is broad and we recognise that applicants generally will not bring all of the listed skills and experience. Primarily we are looking for someone whose skills and experience will complement those of the current Board and who can work with other NEDs and our Executive Team to support delivery of the Group's strategic ambitions.

Other

- Ability to give appropriate time commitment
- No significant actual or perceived conflict of interest with the Group's work

A detailed role description is included at Appendix 2.





The Role cont'd

Appointment

This role is for an initial three-year term.

Remuneration

£3,500 per year.

We also reimburse reasonable expenses incurred by committee members in the carrying out of their duties.

Time Commitment

6 to 8 days per year.

A schedule of Board and Away Day Meetings is at Appendix 1.





How to apply

To apply, please submit an up-to-date copy of your CV, along with a supporting statement (maximum of two pages) which summarises your most relevant professional skills and experiences.

Applications should be submitted to: governance@wchg.org.uk and must be received by **9am Monday 25th March 2024**.

Please provide your home, mobile and email contact details and let us know of any dates when you are not available or where you may have difficulty with the indicative timetable.

You should also provide the names, positions, organisations and contact details for two referees, one of whom should be your current or most recent employer. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.

If you would like to discuss this Committee Member role in more detail, please contact:

Christine Little
07947 556132
christine.little@wchg.org.uk

Indicative dates for the selection process

Closing date: 9am Monday 25th March 2024

Shortlist meeting: Mid April 2024

Final interview in person with WCHG: April 2024

Appendix 1 Schedule of Committee Meetings and Away Days

Group Remuneration and Governance Committee Meetings

Wednesday 29 May 2024	12pm – 2pm	Virtual MS Teams
Tuesday 3 September 2024	12pm – 2pm	Virtual MS Teams
Tuesday 5 November 2024	12pm – 2pm	Virtual MS Teams
Tuesday 4 February 2025	12pm – 2pm	Virtual MS Teams

Board & Committee Away Days

Friday 10 May 2024	9am – 3:30pm	Woodhouse Park Lifestyle Centre
Friday 4 October 2024	9am – 3:30pm	Woodhouse Park Lifestyle Centre
Tuesday 3 December 2024	2pm – 11pm	TBC, including Festive Meal
Friday 7 February 2025	9am – 3:30pm	Woodhouse Park Lifestyle Centre

Appendix 2

Role Description and Person Specification

Role Description

Title

Independent Committee Member (Remuneration and Governance Committee)

Responsible to:

Remuneration and Governance Committee Chair

Hours

Those necessary to fulfil the role but as a guidance approximately 6 - 8 days per year

Tenure

Three-year terms for a maximum of six years.

The re-appointment of any Committee Member is subject to performance review in line with the Board Member appraisal process

Remuneration

£3,500 per year and reasonable expenses paid in accordance with our Board Member expenses policy

Purpose of the role

Our Remuneration and Governance Committee (“the Committee”) has been established to support our Board in the oversight of colleague resources and governance.

Overall Responsibilities

- Responsible to the Board, together with other members of the Committee, for executing the powers delegated to the Committee by the Board and set out in the terms of reference.
- Ensure that decisions taken by the Committee are in WCHG’s best interests and that its regulatory, legal and ethical responsibilities are met.
- Ensure that the decision-making process of the Committee is transparent and in accordance with good practice.
- Pay particular attention to strategic, commercial and creative thinking when formulating policy.
- Prepare adequately for meetings by reading and accessing all relevant papers and reports, seeking clarification from authors as required (preferably in advance of the meeting).

- Act as an ambassador and representative for the organisation, upholding the reputation of the Group and its values, objectives and principles.
- Act in accordance with the Group’s adopted Code of Governance and Code of Conduct for individuals.
- Apply personal expertise with due regard to both the business and social aspects of the business.
- Have knowledge of, and keep up to date with, sector issues.

Person Specification

Personal Values

- Supports the ambitions, values and objectives of WCHG with a focus on our customers and communities
- Has a high level of self-awareness and is passionate about continuous learning in their role as non-executive
- Values the benefits of collaboration and respects diversity of thought
- Has clear integrity and adopts a non-discriminatory, non-judgemental, fair and balanced approach
- Committed to devoting sufficient time and energy to the role competencies
- Communicates effectively with a diverse range of people, listens and respects alternative views, is open and participative and able to influence
- Builds, fosters and sustains effective relationships with all stakeholders and actively seeks out opportunities to promote WCHG within own networks
- Is analytical - seeks out data and is able to assimilate, analyse and critically evaluate complex information; able to reach unbiased, logical conclusions in line with regulatory, legal and other key factors
- Makes decisions - holding self and others to account, accepts collective responsibility and delegates authority appropriately. Uses good judgement and common sense. Considers the customers’ perspective in all decision-taking
- Willing to challenge and question constructively and fairly, unafraid to probe deeply

Appendix 2 cont'd

- Demonstrates independence of thought but is able to facilitate collective decision-making, respects the views of others and supports the decision of the Board
- Good understanding of the social, economic and political environment in which our organisation operates

Knowledge and experience of one or more of the following areas:

- Organisational development
- Strategic people management
- Culture change
- Business transformation
- Employment law and regulation

The list above is broad and we recognise that applicants generally will not bring all of the listed skills and experience.

Other

- Ability to give appropriate time commitment
- No significant actual or perceived conflict of interest with the Group's work