



CLARION
HOUSING GROUP

Appointment of **Board** **Member**

August 2019

CANDIDATE INFORMATION BRIEF

Saxton Bampfylde

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A WELCOME FROM CHAIR, DAVID AVERY

Dear applicant,

As Clarion's new Group Chair, I am excited about the challenges and opportunities ahead for us, as the UK's largest social landlord, a major developer, and a forward-looking business for social purpose.

With a turnover of over £815m, and some 4,000 employees, our aim is to shape an efficient and effective organisation that delivers high-quality new homes at scale, outstanding landlord services for our 360,000 residents, and invests in improving the lives of our customers and the communities where they live.

We are on an exciting trajectory and in the last 12 months we exceeded our target for starts on new builds, with work beginning on 2,663 new homes. We invested £124m in improving and refurbishing existing homes and our employment and training service supported over 4,000 people into employment last year including 250 apprentices, and 132 people who were helped to set up their own business.

Since the merger that created Clarion in 2016 we have worked hard to develop a strong set of assets which will help us achieve our goals, including our high performing team, our financial strength and our cross-sector strategic partnerships.

We are also proud of having an exceptionally high-calibre board, and with a number of board colleagues due to complete their maximum terms in the coming year, we need to ensure we bring in new people who will add to its diversity and quality as we navigate the way ahead. With uncertainty in the political and economic landscape in which we operate, an ongoing housing crisis, and communities up and down the country facing a range of challenges, our board members can look forward to applying their strategic and commercial acumen as well as their passion for social change in this unusually complex and impactful organisation.

We are planning to appoint up to four board members in 2019. Our initial focus is on people who bring either track records in senior roles within digital marketing and communications in large B2C organisations - or substantial experience of planning legislation and policy, including a strong, strategic level understanding of local authorities and other regional stakeholders.

We hope you will enjoy learning more about us and about these opportunities in the document that follows and that you will consider joining us.

“Our board members can look forward to applying their strategic and commercial acumen as well as their passion for social change in this unusually complex and impactful organisation.”

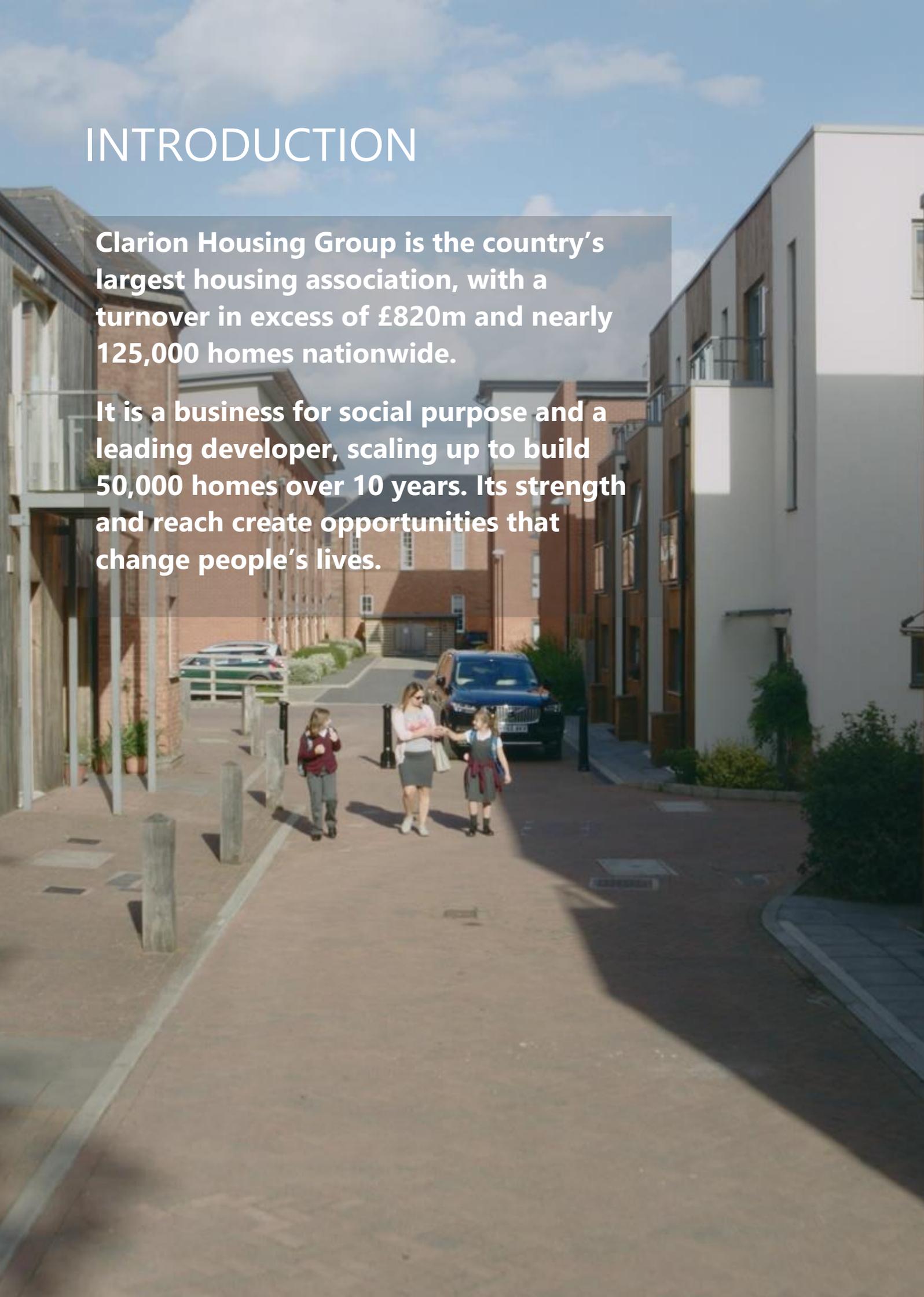


David Avery
Chair, Clarion Housing Group

INTRODUCTION

Clarion Housing Group is the country's largest housing association, with a turnover in excess of £820m and nearly 125,000 homes nationwide.

It is a business for social purpose and a leading developer, scaling up to build 50,000 homes over 10 years. Its strength and reach create opportunities that change people's lives.



A social landlord

First and foremost, at its heart, Clarion Housing Group is a social landlord – we mix public and private money to provide affordable homes, overwhelmingly for people who can't meet their housing needs on the open market.

We are a good landlord and providing great, compassionate customer service matters to us. We also manage and maintain our homes to a high standard and invest in improving and renewing them.



Building homes

Equally building new homes is a high priority for us and our aim is to build 50,000 new homes over ten years.

In addition to affordable homes we will build some homes for outright sale. These will be delivered and marketed through our private development company, Latimer, with all proceeds invested back into the Group's social purpose activities.



Developing futures

We also invest in our communities and are delivering one of the country's largest social investment programmes through our charitable foundation, Clarion Futures, which will invest £150 million over 10 years to improve the lives of our residents and the communities where they live. Clarion Futures does a range of work including supporting residents into work and training, and helping them manage their finances. Our work enables others to get online and improve their neighbourhoods, and helps young people to get a better start in life.

Clarion Futures will:

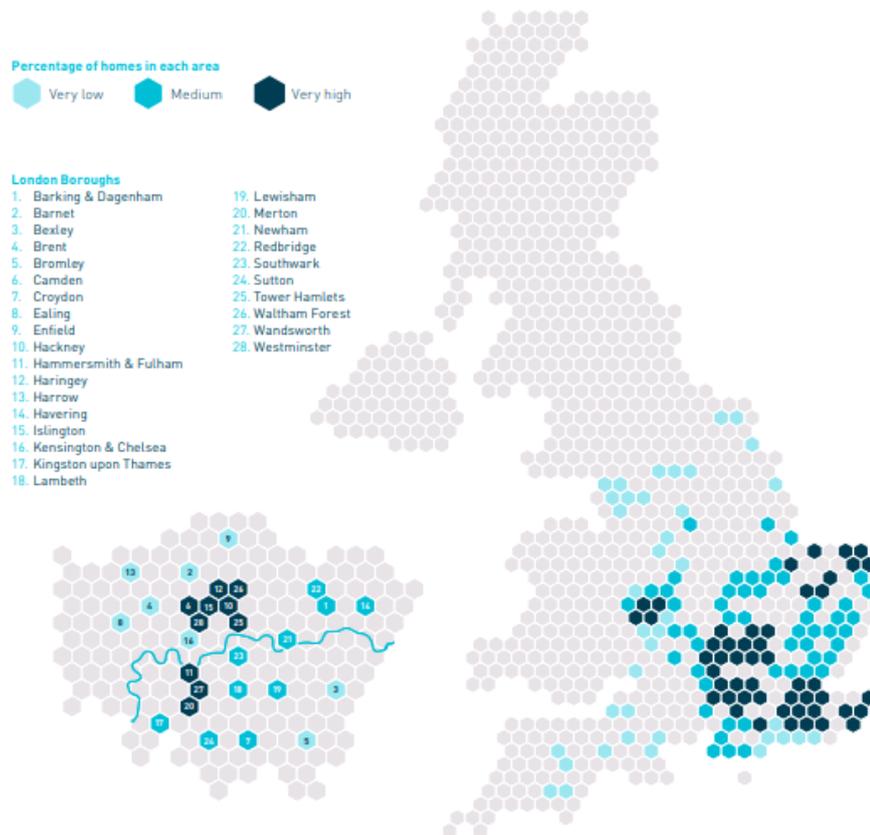
- Support 4,000 people into work and training.
- Provide 250 high-quality apprenticeships a year.
- Give 3,000 residents free debt advice.
- Assist 15,000 young people a year to make a better start in life.

We'll work in partnership with residents and the wider community on 'Transforming lives and communities'.

In addition, one of our key objectives and crucial to achieving and delivering on our ambitions is maintaining our strong financial position.

We want to be an employer of choice too and believe that the key to our success is our people.

Clarion's current footprint



Our financial strength

Clarion Housing Group's scale and financial strength delivers a number of benefits:

- Resilience to risk - we are able to manage adverse trading conditions and absorb market shocks.
- Efficiency - we can realise economies of scale, building on our successful track record.
- Influence - our scale affords us the ability to influence government policy for the benefit of our customers, our business and the sector as a whole.

Our business plan has strong growth ambitions, which will be managed through a prudent framework for planning and decision making, provided through a set of agreed "Financial Golden Rules". These are designed to recognise business risks and govern our operating margins, net debt/turnover, sales as a percentage of turnover and social housing interest cover.

The business plan is also regularly stress-tested, both on single variant scenarios as well as more intense 'multi-variant' scenarios.

Clarion Housing Group seeks to maintain diversification in its funding sources with the majority of new funding coming from the capital markets as well as bilateral loans from banks and building societies. The Group is committed to maintaining a strong investment grade rating. It is currently rated by Moody's as A3 with a stable outlook and by Standard & Poor's as A with a negative outlook.

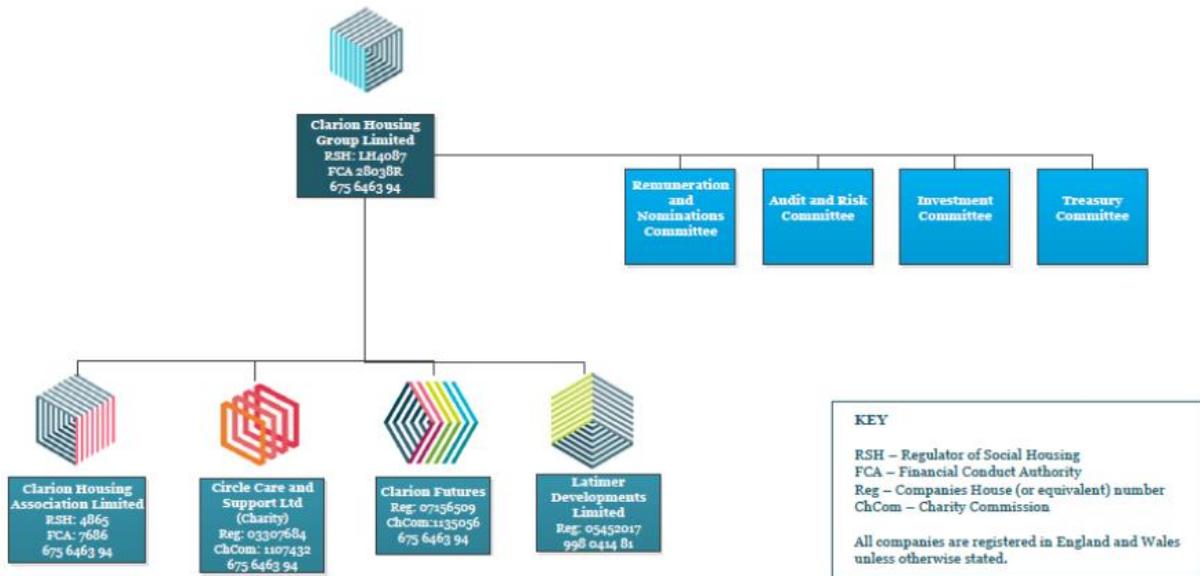
Maintaining our strong financial position is one of our core objectives, without this we would not be able to achieve our ambitions of:

- Building 50,000 new homes over ten years.
- Supporting 4,000 people into work annually.
- Helping 15,000 young people to get a better start in life.

Our governance structure

The Group Board is responsible for the effective governance of the Group and has ten Board Members and two Executive Directors. The group bring a broad range of skills, experience and knowledge to their roles, including expertise in finance, business and public administration.

The Group has a single housing association, Clarion Housing, that owns all of the Group’s social housing assets and delivers all services to residents. The Board considers that simple structures provide better and more effective decision making. It has three key business streams: the landlord, Clarion Housing; the development company, Latimer Developments Limited; and the charitable foundation, Clarion Futures. The Board continues to facilitate resident involvement in the decision-making structures of the Group. It allows residents to engage at different levels, from the very local through to regional and national decision-making forums. There are four resident members of the housing association board.



The Board values resident input and has actively encouraged resident scrutiny and accountability measures which have added value to the business. All residents have the opportunity to be involved in ways that are accessible and which meet their needs.

The key responsibilities of the Group Board are to lead, control and monitor the overall performance of the Group. The Group Board approves the budgets and business plans of its subsidiary companies and retains control through the ability to appoint and remove subsidiary board members. The Group delegates specific responsibilities to Group Committees under approved terms of reference.



THE ROLE

Introduction

All Group Board members are also expected to serve on at least one committee or subsidiary board.

Group Board Members work together and with the executive team to set the Group's direction and strategy, scrutinise its implementation, and ensure Clarion maintains the highest standards of governance in accordance with the regulatory framework set by the Regulator of Social Housing. Collectively the Board is responsible for ensuring that the Executive Team enables the Group to achieve its aims in a way that is compatible with the business plan, mission statement, values and vision.

Key responsibilities

All Board Members work together and with the executive to;

- Determine the Group's vision and values and its long-term strategic direction and objectives;
- Develop and scrutinise the Group's business plans including long term financial projections
- Contribute to the ongoing review of corporate governance arrangements to ensure they are fit for purpose;
- Review the effectiveness of the Group's systems for risk management and internal control;
- Ensure that effective systems are in place for the management and control of the organisation's performance and that of its subsidiaries;
- Develop the framework for investment governance across the Group; and
- Ensure resident views are heard and that customer needs are a priority for the business.

PERSON SPECIFICATION

With a number of Group Board Members due to complete their maximum terms over the coming months, we are looking to appoint up to four new people to the board in 2019.

Core competencies - all Board Members

We look for the following qualities in all our board colleagues;

- A natural instinct to work as part of a team, with respect and tolerance for others.
- Enthusiasm and a determination to commit the time necessary to prepare for and attend board and committee meetings, AGMs, training sessions and away days.
- A high degree of integrity and a commitment to acting in the best interests of the Group and not in the interests of any individual or constituency.
- An ability to communicate effectively with a wide range of people and audiences.
- An ability to assimilate quickly and interpret varied information from different sources;
- An analytical approach and an inclination to reason logically and objectively; and
- An ability to collaborate and develop effective working relationships with fellow board members and executives.

Experience, knowledge and expertise

We would welcome expressions of interest at this point in our board recruitment campaign from people who, in addition to the above qualities and skills, meet either of following criteria:

- | | |
|--------|---|
| Role 1 | Knowledge and extensive experience at executive level of local authorities and the public sector and ideally knowledge of planning legislation and policy . For this role we are looking for people with previous experience serving as a non-executive and a good knowledge of governance . |
| Role 2 | Knowledge and experience of digital marketing and communications gained in a large and complex customer service business . Previous non-executive experience is desirable but not essential for this role. |

TERMS OF APPOINTMENT

- The Board Members are appointed for a maximum 9 year term.
- There are 6 Board meetings a year, and one strategy away day, and the Board Member is expected to serve on at least one committee. The total expected time commitment for a Board Member is 2-3 days a month.
- The remuneration for a Board Member is £18,000 per annum.
- Most meetings take place at Clarion's headquarters at 6, More London Place near London Bridge.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Clarion Housing Group on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **JADAUB**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Tuesday 3 September 2019**.

Formal panel interviews will take place on **Friday 27 September** (role 1, Local Authority) and **Thursday 3 October**, (role 2, Digital Marketing and Communications).

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



CLARION
HOUSING GROUP

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