



# Appointment brief

# Appointment of Chair

January 2023

Reference: RBIPA

Saxton Bampfylde

## An introduction

*We are a commercial, not for profit, company that specialises in the procurement of goods and services related to both new-build, planned maintenance and responsive repairs for a wide range of social housing clients.*

Established in 2006, Procure Plus (formerly known as GM Procure) is in the business of regeneration. We are a consortium of Registered Housing Providers. We have historically had a North-west focus, but we are increasingly working with clients across the UK, and geographical expansion is one of our main focuses for growth over the next few years. Driven by the desire to get more for every £1 of spend for our customers, we are a diverse team that have come together to deliver more. Employing a range of construction, procurement, and IT expertise, we;

1. secure and manage sustainable, market leading prices for our clients
2. use those relationships to work with the supply chain to improve our communities through the provision of jobs and training.

Having leveraged multi-million £ funding from organisations such as the Construction Industry training Board (CITB), we support those distant from the labour market into full time employment with training. The social value and impact, for the individual, their family, friends, and the wider community, is transformational and makes our society better for us all.

### Our purpose:

Procure Plus's purpose is to have a positive and lasting impact upon the social and economic well-being of the people that live in the neighbourhoods where our customers, who are largely registered social housing providers (RP's), own or manage property.

### Our core values are:

- **Collaboration:** we work with our customers towards shared interests and common purposes;
- **Social Responsibility:** we are committed to delivering positive social and economic outcomes for the communities we work in;
- **Partnerships:**
  - Procurement Supply Chain – fair and competitive long term relationships
  - Local Employment Groups – effective and viable operators
  - Social Value Funding Partners – providing evidenced value to encourage further investment
- **Innovation:** we actively seek out new challenges and new ways of doing things to deliver more effective solutions;

- **Commerciality:** we fully appreciate that value for money is a priority for our members;
- **Transparency:** we are open and honest about the way we do things;
- **Democracy:** our customers have a real say in the way we run our business.

Our unitary board (which includes both executive and non-executive directors, with a remit across management and governance) is a true reflection of the seamless model from Chair to all staff that allows for meaningful collaboration across the business.



### What we do:

We procure goods and services mainly related to repairs and maintenance budgets on behalf of Registered Providers who share our commitment to having a positive impact on the social and economic well-being of their neighbourhoods.

Our work involves aggregating the demand for construction services from our customer base and making this work more intelligently for both the buyer and the supplier. This joined up solution is managed through our own bespoke software systems, providing market intelligence and comparisons that individual RPs would not otherwise have access to. From this position we are able to reinvest a portion of the savings made to support training and upskilling for people in the local community. Our cost-effective framework agreements allow

us to influence suppliers to provide quality employment opportunities to people in their communities who are disadvantaged in the labour market.

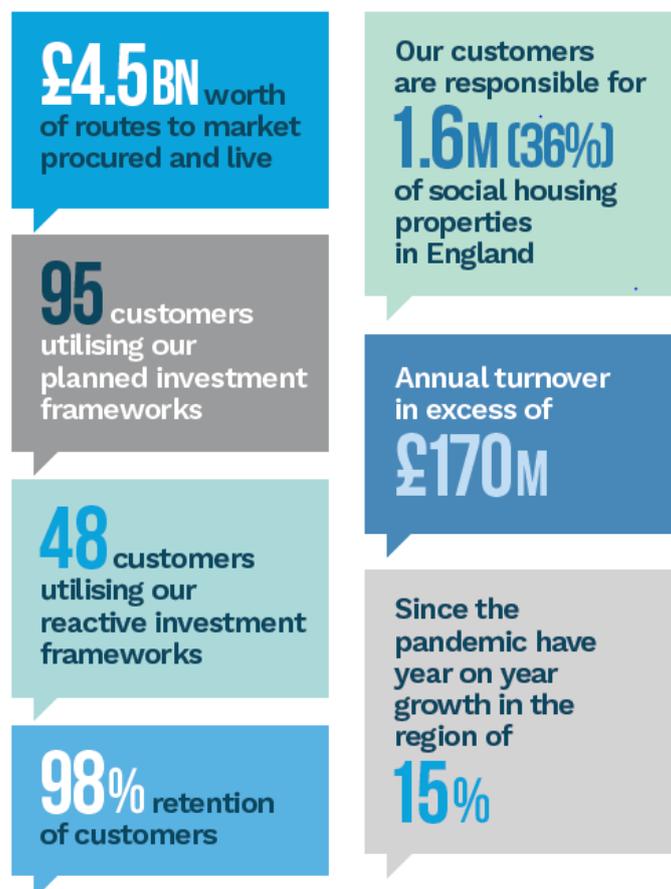
**The business model is successful and it has sustained a significant market share through combining the volumes for many customers, all in the same market for the same services at the same time.**

The business model also recognises the benefits of when to buy locally to support the local economy (contractors), when to source regionally (certain fabricated products), and when to source nationally (such as heating systems).

We have established multiple frameworks to provide easy access to a comprehensive range of services for our clients. Importantly, we manage these frameworks throughout their life, ensuring low inflation and strong supplier relationships so that what is procured is delivered, on time, at the agreed price and of the required quality. As we are in constant engagement with our clients, we update our frameworks and services to keep pace with current demands.

We have been successful in broadening our product and service range and have increased our order book and customer base year on year, with over £150m now transacting through our frameworks on an annual basis.

Our success is built on our people, and we invest in supporting our employees to fulfil their potential. Our employee surveys demonstrate a happy and engaged workforce and an organisational culture that we are immensely proud of.



## Our four pillars:

### ■ Collaboration

Working across the sector, with clients, contractors and the supply chain, we ensure that information flows and all parties are part of the successful delivery. Our bespoke technology system provides ongoing access to information.

### ■ Risk

Managing a project on time and cost requires effective risk management. The temptation could be to outsource the contractor, but what does this cost? And is it just money or does it include compromising control of specification, use of local contractors and loss of control when it comes to quality and programme. By making available the information expertise and knowledge, we can better assess and manage the risk.

### ■ Support

We bring together expertise and knowledge and aggregate information from across the market to ensure, from call off contract to close out, the project team are supported to deliver value for money.

### ■ Value

Operating uniquely, aggregating, collaborating, reducing risk, ensuring support, the Procure Plus team can provide maximum value to customers by taking our income from a small proportion of the aggregated savings the delivery team secure. As a not for profit, controlled by a board of housing providers, this income is only required to cover the cost of running the business.

Procure Plus provides a range of framework agreements that provide a cost-effective source of supply for social housing providers to purchase goods, works and services they need to build and maintain their housing stock. Procure Plus works closely with each customer to understand their requirement and, combined with our emphasis on skilled framework management, we aim to ensure that the customer derives maximum value from each call off contract.

## Procure Plus promotes opportunity and social value through:

- Having a clear vision with social value at its core.
- Operating several framework agreements that provide a cost-effective source of supply for social housing providers and using them to influence suppliers to provide quality employment opportunities to people who are disadvantaged in the labour market.
- Understanding and responding to employer needs. The employer-led approach helps to overcome scepticism about recruiting people from disadvantaged backgrounds. The trust also helps to influence recruitment processes to ensure fairer access to job opportunities.
- Building networks to reach priority groups in their own community and investing and building capability of local organisations.

### What our employees say about us:



“ I think it’s quite an exemplar really, when it comes to employee inclusion and fairness and transparency. ”

“ I talk positively to people about my job ... It’s just brilliant. I love it. ”

“ I think definitely the culture and the kind of inclusiveness and the clarity through which we’re given direction, it’s constant. ”

“ It shows every time that you speak with senior management, that ethos is there and everybody wants to help people. ”

We hold the Queen’s Award for Enterprise: Promoting Opportunity through Social Mobility, having been awarded the honour in 2017 and again in 2022. The award recognises the fact that Procure Plus does not only create quality/sustainable employment opportunities but that it is also committed to supporting those most distant from the labour market. In 2021/2022 we helped 790 candidates in to work with 86% of these individuals being from one or more of our priority groups which includes ex-offenders, BAME, Long- Term unemployed, disability, history of homelessness, military service leavers, NEETS and non-traditional roles (e.g females into construction).

One of the ways this is achieved is through providing support to Local Employment Groups who support candidates on their journey to employment. These groups are based in the heart of the community and have a much wider offer than employability support.

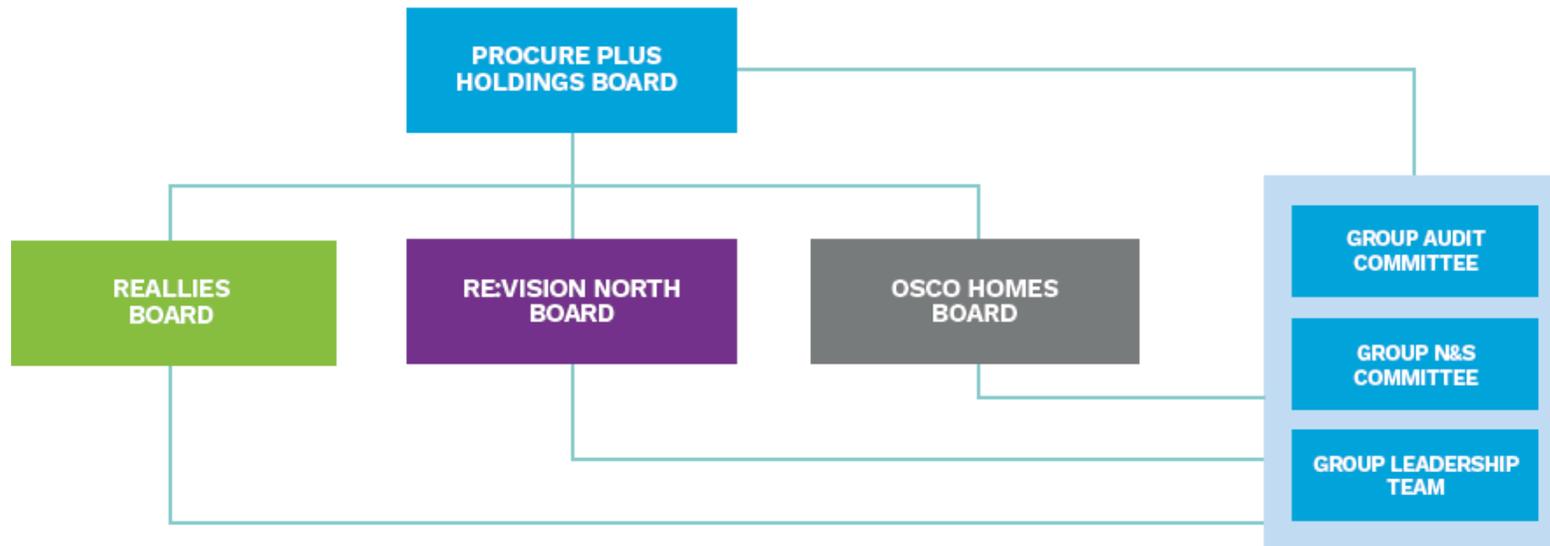
We secure job and training opportunities that are sent to the Local Employment Groups which they can refer their candidates to. The Local Employment Groups receive a payment from our business for those candidates who successfully go on to employment. The organisations can then use those funds to support more candidates through their services. We also support them to improve their services through capacity building and the provision of training and development for their front-line advisors.

In addition to having several contracts for government funding to deliver employment and training opportunities in construction, PPH has also established its own subsidiary charity, Re:vision North, to which it has given circa £7m in gift aid funding to deliver employment and training in non- construction sectors. In 2021/2022, Re:vision supported 35 Local Employment Groups with funding totaling £510,000 which contributed to 312 people becoming work ready and ultimately entering full time employment.

We are respected by both local and national government and regularly play a part in influencing policy and models across areas such as poverty, housing and employment.



## Governance structure:



PPH Limited is the sole owner of its subsidiary companies.

### Subsidiaries:

- Osco Homes Limited, a company limited by shares is a manufacturer of panelised offsite homes for sale to developers nationwide from a factory in Runcorn employing 20 people.
- Reallies Limited, a company limited by guarantee. Reallies is the contracting authority for some of the smaller frameworks. We shall re-procure these, with PPH as the contracting authority, when they naturally expire and eventually wind-up Reallies as an entity.
- Re:vision North Limited, a company limited by guarantee and registered Charity

The PPH Board is a unitary Board consisting of 9 members

- Two management members - Independent Chair and the Chief Executive
- Five nominations from its clients who are members
- Two individuals who are members in their own right

The majority of the Board must be nominations from organisations who are also contracting authorities in order for PPH to maintain its own contracting authority status

Profiles of the current Board members are available on the PPH website: <https://www.procure-plus.com/who-we-are/>

Each of the subsidiary Boards and Committees is chaired by a Director of the PPH Board

# Roles and Responsibilities

## The role:

To lead the Board and the business in accordance with PPH's values and vision, ensuring that good governance and effective strategic planning underpin all discussions and decision making.

## Responsibilities:

### BOARD LEADERSHIP

1. Lead the efficient conduct of the Board's business and of the PPH Board's meetings, ensuring the Board acts in line with collective and individual statutory duties and responsibilities.
2. Liaise with the Chief Executive and Company Secretary to agree agendas and to ensure that relevant, timely and accurate information, including professional advice as appropriate, is received by the Board.
3. Provide opportunities for all Board members to express their views, particularly before any important decision is taken. Recognise the need to seek consensus and act collectively, whilst taking different views into account.
4. Establish a constructive working relationship with, provide support for, and supervise, the Chief Executive.
5. Guide directors in considering and responding appropriately to conflicts of interest.
6. Ensure that the Board gives due regard to governance best practice and, where it does not follow best practice, has a sound business reason for this.
7. Take decisions delegated to the Chair, with the advice of the Chief Executive and where appropriate in consultation with other Board members.
8. Be a member of the Nominations and Staffing Committee
9. Be a Trustee of the Re:vision Board

### BUSINESS LEADERSHIP

1. Ensure that the Board delegates sufficient authority to the Chair, the Chief Executive and others to enable the business of the company to be carried out effectively both at and between meetings of the Board; and also to ensure that the Board monitors the use of these delegated powers.
2. Be clear about the role of the Board in regard to setting the organisation's vision and business planning. Conduct business in accordance with the organisation's values.
3. Promote PPH generally and specifically support development of relationships at a senior level, internally and externally.
4. If required, be proactive in leading the appointment process for a new Chief Executive and ensure it is conducted in a timely and orderly fashion.
5. Establish and maintain positive and effective communications between the Group

Board, subsidiary Boards, its committees and other key stakeholders.

6. Ensure that customers of PPH which do not have a Board nomination are given opportunities to express their views and influence the direction of the business.

### ADVOCACY, LOBBYING AND PROFILE

1. To act as an ambassador for PPH, utilising a network of contacts to help support PPH's growth ambitions
2. Lead on initiating and furthering links to government to increase the awareness of PPH, critically, raising funds from various departments, in order that PPH can help to deliver policy in the areas of poverty, equality, employment and housing.
3. Promote and develop the services offered through PPH, to ensure that the sector understands and benefits from the collaborative efficiency and social value benefits offered.
4. Work proactively within the housing and construction sectors to increase the profile of PPH and the outcomes it secures for its customers. This will include securing and delivering high profile public speaking and other promotional opportunities.

### EVALUATION AND APPRAISAL

1. Ensure the Board has a sufficient mix of skills and competencies to govern the organisation effectively.
2. Appraise the performance of the Chief Executive of the Organisation
3. Review directors' contributions and ensure the Board reviews its performance at least every two years.
4. Ensure that new members complete an appropriate induction and ongoing development and training materials are made available.

### Person specification:

#### MOTIVATION, LEADERSHIP AND VALUES

1. Have empathy with, and the passion, enthusiasm and motivation to support, the vision and values of Procure Plus
2. Inspires others to achieve through demonstrating own commitment and enthusiasm.
3. Vision and ability to contribute and lead towards the formation of an organisational vision, realise what is required to fulfil that vision and drive the concept at every opportunity.
4. Confidence and presence to manage a group of Board Directors, build strong rapport and command respect.
5. Flexibility to appreciate and be sensitive to alternative views and change own position when appropriate. Has the intellectual flexibility to be creative, make sense of complexity and clarify it for others as appropriate.
6. Customer focused with a demonstrable commitment to inclusion, equality and diversity.

## EXPERIENCE: COMMERCIAL AND STRATEGIC

1. Significant Non-Executive Director experience, ideally with experience of being a Chair and/or running a similar sized Board.
2. Strong commercial acumen with previous experience of overseeing complex finances and resources.
3. Actively seeks new knowledge and information from multiple sources to keep up to date and increase her/his personal knowledge of the sector and wider environment.
4. Exemplar that sets challenging but achievable goals and standards of performance for self, Board, Chief Executive and partners.
5. Resilience and maintains energy and commitment in the face of adversity. Is able to live with considered risks in order to achieve strategic objectives.
6. Strategic thinker who can rise above operational activity to visualise, forecast and plan 'the big picture'.
7. Strategic awareness of current environmental factors and those that could impact in the future.
8. Perspective to rise above the immediate problem or situation and see the wider issues and implications.
9. A thorough understanding of corporate governance issues.

## EXPERIENCE: LOBBYING AND NETWORKS

1. Experienced in, and have a significant track record of, successfully working with and influencing a number of agencies with tangible results is desirable.
2. High profile in the housing, construction or property sectors with good networks at Non-Executive and Executive level that can be utilised to promote the PPH model. Whilst experience in our sector is desirable, your strategic oversight and governance experience may well have been gained across a broad range of sectors.



## SKILLS

1. Judgement and considers information, reasonable assumptions, alternative views, the ethical dimension and other evidence before facilitation of a decision.
2. Decisive once reasonable judgement has been made; is able to make decisions and take action.
3. Lead Board discussions and challenge constructively and so achieve consensus.
4. Have a co-operative, frank and open approach to working with other Board members and the management team.
5. IT literate and comfortable with the use of electronic methods of communication including virtual meetings; promotes any efficiencies that can be achieved through technology.

## COMMUNICATIONS

1. An ability to perform an ambassadorial role both internally and externally to promote and facilitate the work and activities of PPH
2. Open and honest when communicating.
3. Self-aware and able to acknowledge areas for improvement in own performance. Willing to invite and accept constructive feedback.
4. Influencing - is able to gain support and influence; operations, management and to openly display political awareness.

## Partnering for success: a social value case study



Neo Property Solutions has recently commenced delivery of its first contract with Procure Plus, delivering fire safety measures to tower blocks for First Choice Homes in Oldham. As well as managing delivery of the practical elements of the contract, Procure Plus also works with First Choice Homes and Neo Property Solutions to develop and agree social value activities as part of the contract delivery.

Neo, First Choice Homes and Procure Plus are all committed to ensuring good quality employment is available to local people, and so Neo agreed to provide two full time paid employment with training opportunities to candidates referred by First Choice Homes in partnership with Procure Plus.

One of these new employees is Martin.

Martin is a tenant of First Choice Homes living in one of the tower blocks in which Neo is delivering Fire Prevention works. Martin was an asylum seeker when he first came to the UK, which resulted in 10 years of him living through precarious housing and employment situations. Finally, Martin was offered a tenancy with First Choice Homes, and it was through their in-house employability coaches that he heard about this opportunity for employment.



First Choice Homes supported Martin to improve his English, develop his CV and understand his rights and responsibilities as an employee. The partnership with Procure Plus meant that, once the opportunities with Neo Property Services had been agreed, Martin was able to be referred to the opportunities available, armed with the skills and knowledge he needed to be able to be successful at interview.

Mark Cork, operations manager for Neo said 'Martin never stops smiling and never stops working, when he has finished a task he will look for something else to do. I'm impressed at the quality of candidates referred by Procure Plus and First Choice Homes, and at Neo we are thrilled to be able to work with partners who support us in delivering meaningful social value to communities in which we work.'

Ann-Marie English, Senior Project Assurance Manager, Procure Plus said Martin is a very hardworking and committed young man – his story shows what can be achieved by working in partnership for the benefit of local communities.

In September 2021, following his interview, Martin was employed as a trainee fire stopper. Procure Plus has continued to support Martin and Neo, and in March 2022 Martin completed his six month probationary period and his contract was confirmed as permanent. He continues to do well, and is undertaking formal training to ensure he can progress in his new career and sustain his own employment. His site manager and colleagues have nothing but praise for Martin's commitment to his work.

## Terms of appointment

### Term of office:

Three years initially with options to extend for further terms, up to a maximum of three.

### Remuneration:

**£28,909** (gross of NI and PAYE) per annum for 48 days. Reasonable expenses and mileage will be reimbursed.

(Mileage will be paid at HMRC approved rates net of usual home to work mileage).

### Time Commitment:

Overall, we anticipate that you will spend a minimum of around 4 days per month on work for the PPH Board.

There is a minimum of four PPH Board meetings a year. You will be required to consider all relevant papers prior to each meeting. Two of four occasions the Boards include a strategy session, one of which involves a residential stay. In December, the meeting is followed by Christmas lunch. The PPH Board rotates around different locations, but these are generally within an hour's drive of Central Manchester.

The dates for the PPH Board meetings in 2023-2024 are scheduled as below:

- 7<sup>th</sup> of June 2023 at 13:30
- 4th October 2023, full day to include strategic / team building session
- 13th December 2023 at 10:00 to be followed by Christmas lunch
- 6th & 7<sup>th</sup> March 2024, Formal Board meeting and strategic session (residential)

You may be required to devote additional time to the PPH Board when it is undergoing a period of particularly increased activity.

As Chair you will also be appointed to the Board of our subsidiary charity, Re:vision, as a Trustee. Re:vision meets three times a year, one of these meetings includes a strategy session.

You will also be required to attend the Nominations and Staffing Committee which meets twice a year.

It is expected that as Chair you will have regular meetings with the Chief Executive and to meet at least every two years individually with each member of the Board as part of the Board evaluation and appraisal process.

There will also be a requirement to attend adhoc meetings and events with other members and stakeholders with the aim of growing the PPH client base and influencing procurement and social value agenda .

### Conflicts of interest:

There is a desire that the Chair be independent of the existing PPH members and customers.

The Chair of the Board can have no direct pecuniary interest with any competing organisation, consortium, client, customer or supplier

### Key dates for the appointment process:

Deadline for applications:	15 February (noon)
Longlist meeting to agree candidates being taken forward for interview:	21 February
Shortlist meeting to agree candidates for final stage interviews:	15 March
Informal 1:1 with CEO (in person):	During w/c 20 March
Panel interviews (in person):	4 April

### How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Procure Plus on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **RBIPA**.

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 Wednesday 15 February 2023**.

\* 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.

# Saxton Bampfylde

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