

## CANDIDATE BRIEF

Brief for the position of  
Non-Executive Director, Origin Housing  
April, 2019



# Origin Housing

## Introduction

An introduction from Carol Carter, CEO.

This is a really exciting time for Origin as we prepare to deliver against increased ambition on a number of fronts, including more new homes, better landlord services and systems, and a stronger focus on the customer experience and resident engagement. We are looking for two outstanding individuals to join our board, to collaborate with our executive team, staff and stakeholder community on the delivery of our business goals and transformation programme. We are a collaborative and supportive team and I hope you will read on to find out more about Origin and this role and consider making an application.

Carol Carter

Chief Executive



## An Introduction to Origin Housing

Origin is a high profile, dynamic and forward-thinking housing association operating across central London and Hertfordshire. Founded in 1924 as St. Pancras House Improvement Society, today we have over 6,500 homes in 14 local authority areas. We are an established, values-driven and successful housing association with an overriding commitment to delivering on our social purpose. With over 250 staff and a turnover of £60m, we generate healthy surpluses (£15.3m end March 18) which we re-invest in homes and services. We are proud of our committed people, our positive and productive partnerships and our achievements.

Our homes include social rented housing, affordable rent, intermediate rent and shared ownership as well as outright sale. We have a strong care and support offering including retirement housing for older people, run on a traditional model with full time scheme managers; a wide range of housing-related support for vulnerable people including those with learning disabilities, mental health needs, young people, homeless people as well as community-based services such as Home Improvement Agency and Handy person services. We also invest £275,000 a year into partnerships delivering opportunities such as job and training advice and a range of local community projects.

We want to continue to grow our stock and build high quality affordable new homes in London and Hertfordshire and we are committed to developing a further 1,000 new homes by 2022, with most of this pipeline secured. We are delighted that, the Connected Partnership, made up of Origin, Octavia and Shepherds Bush Housing Group, has recently been announced as a 'strategic partner' of the Greater London Authority (GLA) in the delivery of affordable housing in north and west London.

As well as building new homes, we recognise the importance of keeping our existing homes at modern standard levels and keeping our residents safe is our topmost priority. To achieve that we invest significantly. Last year for example we spent approximately £25m maintaining and improving our existing stock.

## Our vision

We are driven by our core social purpose and residents are at the heart of what we do. Our vision: great homes. positive people. strong communities underpins this strong commitment and shapes the way we deliver our services:

- **Delivering homes where people are proud to live** - housing is a long-term commitment so it is important to us that we build quality properties and continue to invest in keeping our homes at modern standards over many decades.
- **Responsive caring staff getting services right for customers** - it is crucial that our staff are skilled, dedicated and positive people who are committed to providing the best possible customer service.
- **Helping people and neighbourhoods thrive** - we want our communities to be places where people feel safe and proud, and where they can aspire to reach their potential. To help achieve this, we provide support for people to find sustainable employment, manage their money, and stay in their homes for longer.

## Current operational priorities

Key new strategies have been developed to support delivery of our business goals:

- People strategy
- Asset Management strategy
- Value for Money strategy
- An emerging Technology/data/process strategy

We recently embarked on a two-year Business Transformation programme. This will ensure that our people, processes and systems are optimised to offer brilliant customer service and to realise efficiencies, which will in turn increase our capacity to deliver additional social value.

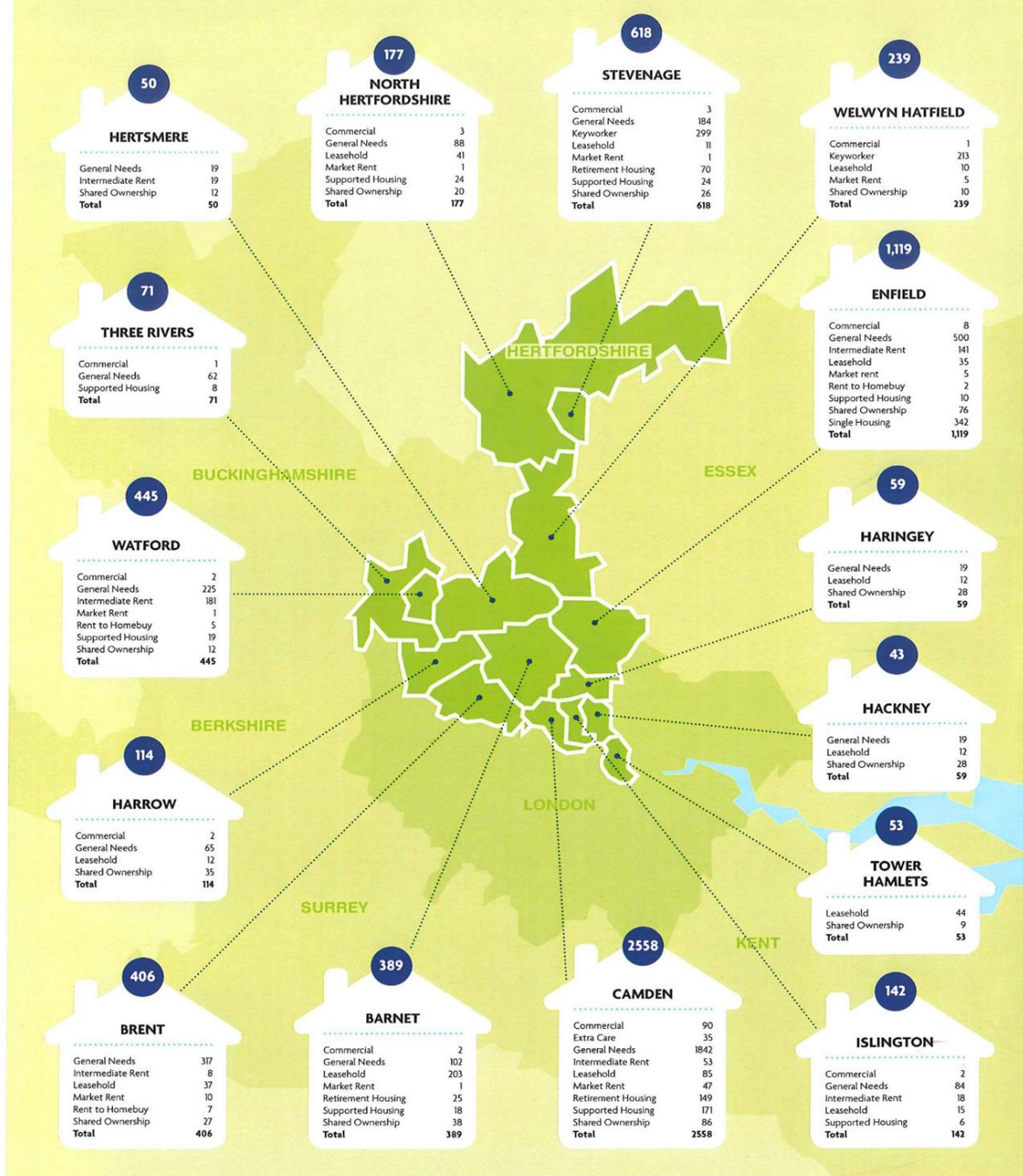
# Our homes

## Our homes in our main local authority areas

Overall number of homes (31 March 2018) = 6648



[www.originhousing.org.uk](http://www.originhousing.org.uk)





## Who leads Origin



Neil McCall - Chair

Neil joined as Chair in September 2018 and is the Chief Executive Officer of Clarion group's housing association, Clarion Housing Association, which is the largest housing association in the country. He has worked for the Clarion group and its predecessor organisations for 23 years and currently has overall responsibility for the delivery of landlord services; asset management/investment; customer services; housing management and resident involvement across 125,000 properties.

Previously Neil has been a non-executive director of Richmond Housing Partnership and MENCAP's housing subsidiary, Golden Lane Housing, which he also chaired. Neil is also currently a non-executive director of Reside Housing Association.

Neil is a Fellow of the Chartered Institute of Housing and holds the Institute of Directors Certificate in Corporate Governance.



Nicky Wilden - Vice Chair

Nicky is a Chartered Accountant with over 20 years' experience in the property industry. Nicky's roles have included Chief Finance Officer at one of the largest privately-owned property companies in the UK, Corporate Finance Director of an Aim-listed property company, and director in the corporate finance teams of two of the top global property service providers. Nicky is a Non-executive Director and Chair of the Audit Committee of London & Continental Railways. She joined the board in 2013 and is the Vice Chair, and Chair of the Governance Committee.



Carol Carter - Chief Executive

Carol Carter joined Origin as Chief Executive in April 2017. She has over 30 years' experience in a wide range of roles and organisations across the housing sector with a track record of success in driving organisational change and delivering high-quality customer services; effective and efficient housing and property management and community investment; ensuring value for money and building strong external partnerships.

Prior to joining Origin, Carol was Group Director of Housing for six years at Hyde with responsibility for managing 50,000 homes. Previously she worked for a range of housing associations, inner London and rural local authorities, as well as a three-year period in consultancy, including experience at Savills.

Carol holds a degree in Social Science and the Professional Qualification of the Institute of Housing.

## Executive leadership

Gareth Jones - Director of Development & Assets, BSc (Hons) Surv, BA (Hons), MCIH



Gareth is a qualified Building Surveyor with over 25 years' experience in residential development work. He previously worked for PCHA in a range of development roles including Regional Development Manager and Head of Land & New Business, and at Genesis Housing Association, where he held the post of Assistant Director of Development before joining Origin as Development Director in early 2006.

Gloria Yang - Director of Finance



Gloria joined us in December 2018 from Clarion Housing Group, where she has been working as a consultant advising on system implementation and integration following the merger of Affinity Sutton and Circle Housing. Prior to that, Gloria was the Director of Finance for East Thames Housing Group, a G15 member, where she was responsible for the core finance functions and led the Finance transformation programme and previously worked in a range of roles for Wandle Housing Association, Metropolitan Housing Partnership and Affinity Sutton Group. Gloria is currently an independent member of the Audit Committee for Phoenix Community Housing, the first resident-led housing association in London and she is a Fellow member of ACCA.

## Other Origin Housing Board members:

Anne Bowers



Anne is a management consultant with more than 15 years of experience working with public sector bodies to improve delivery. She specialises in the intersection between health and social care for adults and for children. She is associate director of PPL Consulting, having recently worked freelance for the past four years. Anne joined the Board in 2013.

### Mash Halai



Mash is a Chartered Quantity Surveyor with 20 years' experience, the last 10 years in both the private and affordable housing sectors. Since 2006 he has been an Equity Partner at John Rowan and partners, and Head of Residential Development and Regeneration. He is responsible for the development and successful delivery of new-build residential schemes, delivering over 500 brand new homes per year. At main board level he is Deputy Chairman with responsibilities including implementing key business initiatives, new business innovations and reviewing the strategic direction of the business. Mash joined Origin Board in March 2014.

### Mary Gibbons



Mary is the Chief Executive at Chelmer Housing Partnership and former CEO of Hundred Houses Society. She has worked in the housing sector for over 20 years and is an experienced Director and housing professional, specialising in housing, regeneration, and care and support. Mary was Executive Director of Strategy & Support at Swan Housing Association and was also Managing Director of a commercial Care & Support company that gift aids its profit to Swan HA. Mary has previous experience working as a voluntary Board Member for a charity specialising in support services for ex-offenders. She joined the Board in December 2014.

### Stephen Mutton



Stephen is an experienced housing professional, having undertaken senior leadership roles in two prominent housing organisations. He has previously worked at the political centre of two London local authorities, as well as at the House of Commons. Stephen lives in East London and is an Origin leaseholder. He joined the Board in April 2015.

### Gordon Wright



Gordon is a senior finance executive with particular experience in the SME and Mid-Market sectors covering a range of industries including residential and commercial property development. In his last executive role he was the CEO of a financial services business regulated by the FCA. He is a chartered accountant by profession and was previously the Finance Director of a listed company engaged in residential property development primarily in London and the South East. He was later appointed a Non-Executive Director in that company serving on both the Audit and Remuneration Committees during this time. He joined Origin Board in December 2015 and became Chair of Origin's Audit Committee in 2016.



Julia Porter



Julia has over 25 years' experience as a marketing and CRM professional. In her executive career she has led a variety of subscriptions and ecommerce teams, using data and technology to build strong long-term relationships with her customers. Her most recent executive experience was as Director of Consumer Revenues (subscriptions, ecommerce and CRM) at Guardian News and Media. She now works as a consultant and adviser for data driven businesses and is also non-executive Chair of Direct Marketing Association.

Chris Bond



Chris is a Chartered Surveyor with over 30 years' experience of developing and managing property in the public and private sector. He has developed, let and sold over seven million sq ft of commercial and residential property in England, Scotland and Wales, and been a Director of a national contractor developer, family-owned property / venture capital company and various financial and infrastructure joint ventures. Since 2012 he has been a property consultant working with public and private sector clients and joined the Origin Board in March 2017. He is also Chair of Origin Investment Committee.

Bryan Ingleby



Bryan is a Chartered Accountant with over 15 years' experience, predominantly in the public and not-for-profit sectors. As a director with the National Audit Office he provided assurance to Parliament on the activities of a number of government bodies, most notably the financial services regulatory bodies and other government owned companies. He now has a range of independent and non-executive roles in the health, education, housing and local government sectors. He joined Origin Board in March 2017 and is a member of the Audit & Risk Committee.

Olivia Gadd



Olivia has enjoyed a varied career as a chartered marketer, accredited PR professional, and more recently in people and culture roles, including leadership development and executive coaching. She currently runs a consultancy focused on strategy and culture. Her experience includes a number of global executive positions, board membership and audit and risk chair for a global not-for-profit, and being a school governor. Olivia joined the Board in April 2018.

# Board Member Role Profile

## Overall purpose

To add value to Origin's business by contributing experience, expertise and insight to determine strategy and to exercise direction and control in the interests Origin's customers and the wider community; to balance Origin's social purpose with its commercial activities.

## Key accountabilities

The Board has ultimate responsibility for the governance and performance of Origin. The Board's central role is to direct and control Origin's work: that is, to determine strategic direction and policies, to establish and oversee control and risk management frameworks that will ensure Origin achieves its aims and objectives.

All board members share responsibility for its decisions. Each board member must act only in the interests of Origin; board members should put the interests of the organisation before their own interests and should not act on behalf of any constituency or interest group. Every board member is responsible for establishing strong working relationships within and between the Board, and with the Chief Executive and senior executive staff.

## Responsibilities

To provide leadership and direction to Origin  
To work with the Board to deliver the Terms of Reference  
To engage with Origin as appropriate and when required  
To act in accordance with our competences  
To have the highest standards of probity and integrity  
To undertake an ambassadorial role for Origin

## Eligibility

- Must be 18 or over
- Must meet the "fit and proper persons test" as set out by the Inland Revenue for all persons who manage or exert influence over the activities and financial assets of a charity
- Must not be suffering from any mental disorder (as defined by section 1 of the Mental Health Act 1983 as amended)
- Must not have a conflict or duality of interest which could jeopardise their ability to act at all times in the best interests of the Group

## Technical skills, knowledge, experience and behavioural competencies

### Competencies

These are:

- Customer focus
- Integrity
- One team
- Committed
- Adding value
- Inspirational leadership
- Managing people and performance

The full detail of the expectations is available in a document called "Origin Competencies - adaptation for board members"

### General skills, knowledge and experience

All board members will have at least a basic understanding of:

- Governance and the role of the non-exec
- Risk identification and management
- Performance management and monitoring

Origin will appoint people who have not held a non-executive role before and provide necessary training.

### Technical skills, knowledge and experience

The Board will recruit to ensure at least one Board member has expertise in the following aspects of the business:

Customer service:

- IT and digital service delivery
- Housing management
- Property maintenance
- Care, support and community services/impact
- Finance – treasury
- Finance – accounting and financial management
- Property development
- HR

All board members will be expected to acquire, after appointment, a basic understanding of these areas to support effectiveness in the role.

### Diversity

The Board believes a diverse range of members are important to an effective Board. This should include:

- A mix of genders, ages, ethnic origins and other equality characteristics
- At least one customer of Origin
- Those with a strong strategic perspective and those with an attention to detail

### The commitment

This varies throughout the year. As a guide it is 2 days a month. More time will however be required initially to enable effective induction.

All Board members will be expected to:

- attend board meetings which are 5 times a year in the afternoon/early evening, and has a one day “strategy planning event” held on a Friday
- serve on a committee in addition to the main Board which will meet 4 times a year
- attend occasional training sessions and site visits.

Revised 4/19

# Skills Matrix and proficiency

## General skills/knowledge

### Core skills required to a good standard

- governance and the role of the non-exec director
- risk identification and management
- performance management and monitoring

### Knowledge required at a basic level appropriate to the role

- equality and diversity legislation
- health and safety legislation
- data protection
- social housing regulation
- employment law/practice
- government policy on housing, planning and social care

### Technical skills which all Board members must achieve proficiency in and where there will be an expert on the Board:

- Finance – accounting and financial management
- Finance – treasury
- Property maintenance
- Property development
- Residential sales and marketing
- Housing management
- Care, support and community services/impact
- IT and digital systems/service delivery
- Customer service
- HR

### Definition of proficiency is:

#### Have a basic appreciation of the of the subject area sufficient to:

- Be confident to ask questions to challenge proposals and decisions being required;
- Be confident in challenging and questioning quality, performance and compliance
- Be able to recognise the potential risks within that area so as to stimulate debate and obtain assurances.
- Know enough to be able to commission external expertise.

### Competencies

The specific skills and knowledge set out above will be complemented by the Board Competency framework which all Board members will be expected to work to and be assessed against.

October 2016

## Role Specification

Two Non-Executive Directors specialising in property finance and social housing are required for Origin Housing, a leading Housing Association, based in Central London.

Origin provides housing for those who are unable to afford to rent privately and helps working households on modest incomes to own their own home. They also provide services to people with support needs to enable them to live fulfilling independent lives.

The appointed Non-Exec, who will be paid a remuneration of £5k pa, will be also required to sit on an appropriate Sub Committee or panel. The time commitment is estimated at around 2 days per month formal and informal time.

### The Company:

- Our client is a well-established, successful and ambitious provider of affordable housing and care and support services in London and the Home Counties and has strong social values and purpose, allied to commercial and business expertise.
- It owns and manages over 6,500 homes, has a turnover of approximately £60 million, a loan portfolio of £345m and a pipeline of 1,000 homes in development. There has been continued significant investment in maintaining and improving their existing stock.
- Origin services include key worker accommodation, shared ownership and social rented housing for both general tenants and vulnerable tenants including older people, young people and those with learning disabilities or mental health issues. These tenants often require additional support and services which the organisation also provides.
- They invest in communities through partnerships with voluntary and statutory agencies.
- The organisation also builds homes for outright sale, because the profits from the sales help to finance their charitable activities.
- The organisation has embarked on a change programme focused on improving service quality and enhance efficiency
- Based in Central London, a short walk from major rail and tube stations.

### Role # 1077 - Property and Property Finance Non-Exec Director Role/Requirements

We are looking for the following:

- Has held a Director position in a medium to large scale business with a £20m min turnover (5 years minimum)
- Substantial property and property finance experience with knowledge of investing in real estate (could be City property experience)
- Corporate finance and treasury management knowledge/experience
- Residential and commercial property expertise with an understanding of acquiring, developing, funding and building new property



- Proven strategic expertise
- A commitment to Origin's social purpose and values
- A collaborative approach and respectful attitude in working with others
- An understanding of the Non Exec role but do not need to have been a Non Exec before.

The remuneration package for this role is of £5k per annum.

The Non-Executive Director will be expected to work on average 2 days per month (more during the first 6 months to accommodate induction).

### Role # 1078 - Social Housing Non-Exec Director Role/Requirements

We are looking for the following:

- Experience of Social Housing and the regulatory framework
- Proven strategic expertise
- Customer focus and senior experience in a customer service based industry
- A commitment to Origin's social purpose and values
- A collaborative approach and respectful attitude in working with others
- An understanding of the Non Exec role but don't have to have been a Non Exec before.

The remuneration package for this role is of £5k per annum.

The Non-Executive Director will be expected to work on average 2 days per month (more during the first 6 months to accommodate induction).

The Non Execs will be expected to attend:

- 5 Board meetings a year (weekdays afternoon/early evening)
- A one day 'strategy planning event' (weekday)
- Serve on an appropriate Sub-Committee or specialist panel, in addition to the main Board, which will meet 4 times a year
- Attend occasional training sessions and site visits.

A DBS check and declaration of interests will be required for the successful candidate prior to appointment.

The role will close on: April 30th

## The Process

First Flight Non-Executive Directors has been mandated to assist Origin Housing with these Non-Executive Director appointments. To formally express interest in this mandate we require:

- If you feel that you meet the criteria outlined above, please apply for this role by clicking on [www.FirstFlightNonExec.com](http://www.FirstFlightNonExec.com) if you are already registered with us or by registering your CV via the link on our home page and then clicking on the 'click here to apply for role'.  
Role 1077 – Property & Funding Non Exec  
or Role 1078 Social Housing Non Exec.
- If you would like to have an informal conversation to discuss the role further, please contact Chris Spencer-Phillips: 01797 270 271.
- All applications will be acknowledged on receipt.
- Interviews will be held in London at Origin Housing.