



# Non-Executive Director Recruitment Pack

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# Welcome

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**As Chair of Lincolnshire Housing Partnership (LHP), I am pleased to extend an invitation to potential candidates to join us as Non-Executive Directors during a pivotal phase of strategic transformation. LHP is a forward-thinking organisation, committed to excellence in housing and community development across Lincolnshire.**

Our aim is to recruit individuals who are not only passionate about contributing to our vision of Great Homes and Strong Communities but are also looking for a meaningful career move that offers significant professional development within the realm of governance and strategic leadership.

In this role, you will have the opportunity to influence key decisions, contribute to shaping our future direction, and ensure we continue to meet the high standards expected by our customers, colleagues, and stakeholders. We value diversity and inclusivity, recognising the unique perspectives and insights that each Non-Executive Director brings to our collective decision-making process.

LHP is proud to be an accessible and disability-friendly organisation, both in our recruitment practices and our workplace culture. We actively seek to include voices from a range of backgrounds, including those with disabilities and neuro-diverse individuals, to ensure our services are inclusive and meet the needs of all customers.

We back this commitment with a supportive culture and tailored development opportunities for all Non-Executive Director, ensuring everyone has the support they need to thrive and make a meaningful contribution.

Professional development is the basis of our Non-Executive Director experience. We offer a comprehensive induction programme and ongoing learning opportunities designed to enhance your skills and knowledge in strategic governance, leadership, and the housing sector.

Whether you are looking to expand your professional network, develop new competencies, or leverage your existing skills in a new context, LHP provides a dynamic and supportive environment for career growth.

This approach ensures that all Non-Executive Director, regardless of background or ability, receive the foundational knowledge required to contribute effectively, with additional support available as needed.

# Welcome

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Joining the LHP Board is an opportunity to be part of a team that is making a real difference in the lives of people across Lincolnshire. If you are looking for a role that offers the chance to impact our strategic direction, support the development of sustainable, vibrant communities, and grow professionally within an inclusive and supportive culture, we would be delighted to hear from you.

Yours sincerely,

**Anthony Read**  
**Chair of Lincolnshire Housing Partnership**



# Who we are



**Lincolnshire Housing Partnership (LHP) is at the forefront of providing secure, efficient, and affordable housing across Lincolnshire. Managing about 12,250 homes with a yearly turnover of £50m, we're one of the largest employers in the region with over 20,000 customers. As a charity focused on social housing, our goal is to support those most in need across the county, especially along the east coast near Boston and Grimsby, where most of our homes are located.**

In 2022, we initiated our "Building Strong Communities Together" Corporate Plan, developed in partnership with our customers, local partners, and colleagues. This plan highlights our dedication to the vision of Great Homes and Strong Communities, ensuring that our actions and strategies are aligned with the needs and aspirations of the areas we serve.

Our commitment revolves around three pivotal values:



**Customer First: Our existence is defined by our customers. They're at the heart of every decision we make, guiding our efforts to provide homes that are not just buildings, but safe, warm, and vibrant places to live. Our aim is to ensure our services and developments meet their needs and support their wellbeing.**



**Together: We believe in the strength of partnerships. Working closely with local partners, national trade bodies, and our communities is essential. These collaborations enhance our ability to innovate, improve our services, and develop community spirit, making a substantial difference in the lives of our customers.**



**Listen, Act, and Learn: Engaging with our customers, listening to their feedback, and incorporating their insights into our operations is crucial. This process of listening, acting on what we hear, and learning from the outcomes helps us to continuously improve and adapt our services to better meet the needs of those we serve.**

LHP's journey is one of constant evolution, aiming to be a digitally capable, data-driven organisation that swiftly adapts to changes and customer needs. Our Environmental, Social, and Governance (ESG) Framework reflects our commitment to sustainability and creating positive impacts in our communities.

As we look forward, our focus remains on delivering high-quality services, ensuring customer influence in our decision-making, and nurturing strong, supportive communities. We're proud of our role in Lincolnshire, not just as a housing provider, but as a partner in building better futures. For more information about our organisation, achievements, and future aspirations, please visit our website at

[www.lincolnshirehp.com](http://www.lincolnshirehp.com)



Customer First



Great Homes



Strong Communities

# About the role



## Role Description

**Our Non-Executive Directors have a diverse range of skills, knowledge and experience, and share collective responsibility for ensuring we have a strategic focus on achieving our purpose, outcomes and positive impacts on our customers and colleagues, and ensure we successfully achieve our obligations for Customer, Legal and Regulatory compliance. Non-Executive Directors act as shareholders as well as Directors of LHP with each role having similar rights and obligations to comply with.**

The Board shares corporate responsibility for:

- setting and actively driving our social purpose, vision and values and through these embedding customer focus, inclusion, integrity, openness and accountability within LHP
- setting LHP's ambitions, plans and strategies which enable us to fulfil our social purpose and remain viable and sustainable
- leading by example and promoting the culture of the organisation in alignment with LHP's vision and values
- acting in the best interests for the beneficiaries of the charity and the long-term success of LHP
- ensuring that legal and regulatory obligations are understood and complied with, exercising demonstrable and effective oversight of the delivery of our plans and strategies by holding the Executive to account, monitoring performance, and scrutinising key operational and customer insight and satisfaction information
- exercising oversight of LHP's activity through financial stewardship and long term business planning
- regularly reviewing its own performance and effectiveness, and ensuring compliance with the adopted Code of Governance
- being accountable, operating openly and transparently and contributing to the leadership and motivation of LHP
- agreeing the skills needed on the Board and Committees, appointing Non-Executive Directors
- actively managing the risks faced by LHP, and obtaining robust assurance that controls are effective, plans and compliance obligations are being delivered, and LHP is financially viable
- building constructive relationships that create a high performance culture, providing support and challenge to other Non-Executive Directors, the organisation's Executive Team and other key stakeholders



## Time Commitment

These roles are part time with a minimum commitment of approximately two days per month (on average), including travel and preparation time. Each Non-Executive Director is expected to attend at least 80% of Board Meetings / Away Days and Committee meetings (as applicable), have enough time to prepare for the meetings, engage in stakeholder events and commit to continuous development as a Board and Committee Member. For new members there is an induction programme for the first 12 months which will require additional commitment.

Each year, LHP holds:

- six Board Meetings;
- two strategy away days;
- on average four meetings per Committee (of which a member is expected to sit on two Committees); and
- four development sessions (held before Board Members at 3pm for an hour).

Board and Committee meetings are usually held at 4pm for approximately two hours. These are a mixture of virtual and in person meetings, usually at one of our offices. Quarterly meetings coincide with a Strategy Day for opportunities for customer and community engagement, learning opportunities and building effective relationships. In addition, Non-Executive Directors are required to take part in a virtual annual review of their performance with the Chair.



Hybrid options are available for those unable to be present in person however it is an expectation that members attend the strategy days in person. All in person events are held at accessible venues.

## Appointment Tenure

The initial appointment will be for three years, with the possibility of a second term of three years, subject to the needs of LHP and satisfactory performance.

## Remuneration and Equipment

Non-Executive Directors are remunerated **£6,365 per year**. Additional expenses such as mileage, hotel accommodation, train fares are also paid. All Non-Executive Directors are also provided with a tablet to access LHP services such as the Board Portal, Microsoft Teams meetings, LHP intranet and emails.



## Person Specification

All candidates must be able to demonstrate a commitment to the public purpose of LHP, as well as demonstrating they meet a majority of the following criteria:

### Essential

1. **Customer Focus** - Ability to understand what LHP's customers think, feel and want and LHP's organisational environment within the Housing Sector – translating this into expectations and goals to steer strategic action and performance focused on the achievement of our purpose, outcomes and positive impacts on customers
2. **Strategic Thinking** - Ability to scan the environment, see patterns and transferable ideas in the bigger picture - contributing to setting LHP's longer term strategic direction and innovation
3. **Critical Information Seeking** - Demonstrates appropriate curiosity to seek significant facts, data and information - ensuring LHP is focused on delivery of outcomes for customers, in line with regulatory, legal and other key factors, exercising strong financial stewardship and securing value for money
4. **Exercising Judgement and Balancing Risk** – Ability to analyse and interpret complex information and evidence – using intellectual flexibility and sound judgement to solve problems, identify risks and options that inform and influence strategic decisions
5. **Personal impact** – Demonstrates integrity, high ethical standards, a commitment to equality, diversity and inclusion and alignment to LHP's values through personal behaviours. Shows self-awareness of the effect of own behaviour, feelings and actions on others - developing authentic, open and inclusive relationships with customers, colleagues and stakeholders that generates confidence and trust
6. **Communication and Influencing** - Consciously chooses and uses a range of communication methods and approaches tailored to the situation (audience, context, culture and priorities) to contribute, provide feedback and articulate clear reasoning- working effectively within LHP and representing and promoting LHP with stakeholders
7. **Teamwork** - Ability to foster and sustain supportive, collaborative relationships and work as a team – motivating, empowering and including others by appreciating their opinions and welcoming challenge
8. **Independence** - Demonstrates impartiality and objectivity - exercising self-control and sound judgement when faced with potentially conflicting options. Demonstrates confidence and belief in own ability to take up both personal and organisational challenges and opportunities

## Person Specification (continued)

### Desirable

1. **Chairing Skills** - Ability to Chair meetings effectively ensuring balanced and objective decisions are collectively reached and the Committee fulfils its role



# Board Behavioural Framework

## Purposeful: Impact on Society

- ➔ We keep our strategic focus on achieving our purpose, outcomes, and positive impacts on customers and colleagues
- ➔ We challenge our performance to ensure a focus on achieving outcomes for customers
- ➔ We actively balance different customer and colleague needs to embrace and harness the benefits of diversity and inclusion



**We don't** - get distracted from achieving our long-term purpose by focusing on narrow short-term activities, disregard our duties as directors/registered providers or treat all our customers the same - not understanding minority opinions and needs.

## Empowering: Customer First

- ➔ We trust; believing everyone will act with intent to do the right thing for customers
- ➔ We encourage everyone to simplify, try new things and seek out opportunities to change, recognising they might not get it right first time
- ➔ We engage; involving our customers and colleagues in creating solutions that work for them



**We don't** - attempt to control how others achieve outcomes for customers or prevent flexibility in doing things differently in response to changing priorities, circumstances, or customer opinions and needs.

## Collaborative: Working Together

- ➔ We are authentic, open, and transparent - proactively sharing information and ideas, engaging positively in debate, surfacing tensions, and resolving ambiguities
- ➔ We are respectful and approachable; including others by appreciating their opinions and welcoming challenge however uncomfortable we feel
- ➔ We are understanding and empathetic; giving space, authority, and support to everyone in delivery of outcomes and improvement of performance



**We don't** - make decisions/assumptions based on our professional experience, ignoring customer feedback and insight or sector guidance, delay making decision by seeking more information for its own sake, or avoid opportunities for reflection.

## Learning: Listen, Act and Learn

- ➔ We learn; taking account of what customers think, feel, and want, as they understand what is in the best interests for them and their communities
- ➔ We are curious; actively seeking critical information to ensure we evaluate opinions, impacts, and risks, and agree evidence-based strategies
- ➔ We are committed to lifelong learning; using every situation as an opportunity to evaluate how to improve



**We don't** - disregard the respective roles of executive and non-executive, exclude anyone from participating, expect that our expertise and views are taken as more important than others, or act in ways which damage our relationships and reputation.

**LHP** Lincolnshire  
Housing  
Partnership