



Chief Executive Officer Recruitment Pack

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Welcome

As the Chair of Lincolnshire Housing Partnership (LHP), I am delighted to invite you to apply for a role that is at the heart of the region's future. LHP has a clear vision: Great Homes and Strong Communities, driven by a Customer First culture. This is a significant time for us, as we seek a leader who will carry forward our commitment to creating neighbourhoods where all our customers can thrive.

Our commitment to our customers is clear to see. We believe in the power of a safe, quality home to transform lives. It is with this belief that we approach our work every day, striving to exceed expectations and enhance the wellbeing of people across Lincolnshire. The role of CEO will be pivotal in guiding LHP through an era of transformation, focusing firmly on those we serve.

Our organisation prides itself on understanding and meeting the diverse needs of our customers. This commitment is woven into the fabric of our operations, from the design of our homes to the delivery of our services. We are a team that listens, acts, and learns, always with the aim of supporting those around us.

We are purposeful, recognising the individuality of our customers and colleagues, developing environments of inclusion, kindness, and optimism. Empowerment is at our core; we believe in the strength of collaboration, honesty, and innovation to build trust and achieve excellence.

We are looking for a leader who is not just a strategical thinker but a true advocate for our social purpose and our place in local communities. Someone who sees beyond our homes to the people within. Your vision will inspire our team, driving us towards our strategic objectives with a genuine commitment to social impact.



This is more than a leadership position; it's an opportunity to be part of something much greater. This isn't just an important time for LHP but for Lincolnshire as a whole – the region is on the cusp of development and opportunities that can shape the area for decades to come. We can be a big part of that.

The spotlight is on social housing like never before. Important consumer regulation changes will alter the way we interact with our customers and deliver our services. Our new leader can be the figurehead that shapes our culture, guiding us through an ever-changing sector landscape.

If you share our belief of putting the customer first, are driven by a desire to make a meaningful difference, and are ready to lead with integrity, interest, and a commitment to learning and growth, we would be delighted to hear from you.

Together, we can continue to build on our success and realise our ambition for LHP and Lincolnshire. Join us, and let's build strong communities together.

Anthony Read
Chair of Lincolnshire Housing Partnership

Who we are



LHP provides great homes, in strong communities across Lincolnshire. We manage around 12,500 homes and have a circa. £50m annual turnover. We are one of the largest employers in the region, and we currently house more than 20,000 people. We are a registered charitable community benefit provider of social housing, and our purpose is to provide affordable homes for people in the greatest need in Lincolnshire. Our homes are located across the east coast of Lincolnshire, with over 75% in or near the towns of Boston and Grimsby.

In 2022 we launched our new Corporate Plan, Building Strong Communities Together, in collaboration with customers, partners, and colleagues. We put our values of working together, putting the customer first, listening, acting, and learning at the heart of everything we do.

By great homes we mean great places to live, and we understand that extends to the neighbourhoods we provide too. So, we reinvest rental income into repairs, upgrades, and new affordable homes, but also into projects that promote better health and well-being, and improve our services, build community spirit, and reduce crime, which give customers opportunities to realise their ambitions.

We understand that a strong community is one where people come together and support each other, and to achieve that we know we must collaborate with partners, listen to our customers, and get to know them better.

Over the next few years, our aim is to achieve a consistent, high-quality service and to ensure customers can meaningfully influence our decisions.

We will do this by:



Creating structured opportunities to **Listen, Act and Learn** from our customers, colleagues, and stakeholders, co-creating services so that everyone who uses our services has a significant say in how we deliver them.



Working **Together** as we can achieve more by working together with our key stakeholders and by working together as one team.



Being a **Customer First** organisation, understanding what our customers think, feel, and want. We will turn this into achievable goals and communicate with customers in a tailored fashion that allows them to influence our services.

We have made great strides with our digital transformation journey, and we aim to become a digitally capable, data driven organisation that can adapt to changes more rapidly, especially around redesigning the customer experience, and incorporating regulatory changes.

Our focus is also on what we can do to contribute to a more sustainable future and our Environmental, Social and Governance (ESG) Strategy aims to create positive environmental and social impacts, with outcomes that benefit our customers, communities, colleagues, and other stakeholders.

And it goes without saying we're proud to be a values-based organisation. Further information about LHP, our achievements and future aspirations can be found on our website at www.lincolnshirehp.com.



Customer First



Great Homes



Strong Communities

Our values



Customer First

We put customers at the heart of our decision-making process and develop services that are built around their needs. This emphasis is felt by customers in every interaction with us, driving up our customer satisfaction and ensuring we invest our money where it has the greatest impact.



Listen, Act and Learn

We create a structured opportunity for stakeholders, colleagues and customers to provide feedback. We value this time and insight and use it to act and learn from it. Before investing in new and existing projects, we seek the views of those set to benefit.



Together

We proactively seek out new partnerships and work to build on the many successful joint working projects already underway. We achieve more by working together with our key stakeholders and by working together as one team.

Our Executive Team



Mark Coupland
Executive Director of Customers



Shaun Harley
**Executive Director of Strategy,
Culture and Digital**



Kathryn Price
Executive Director of Finance

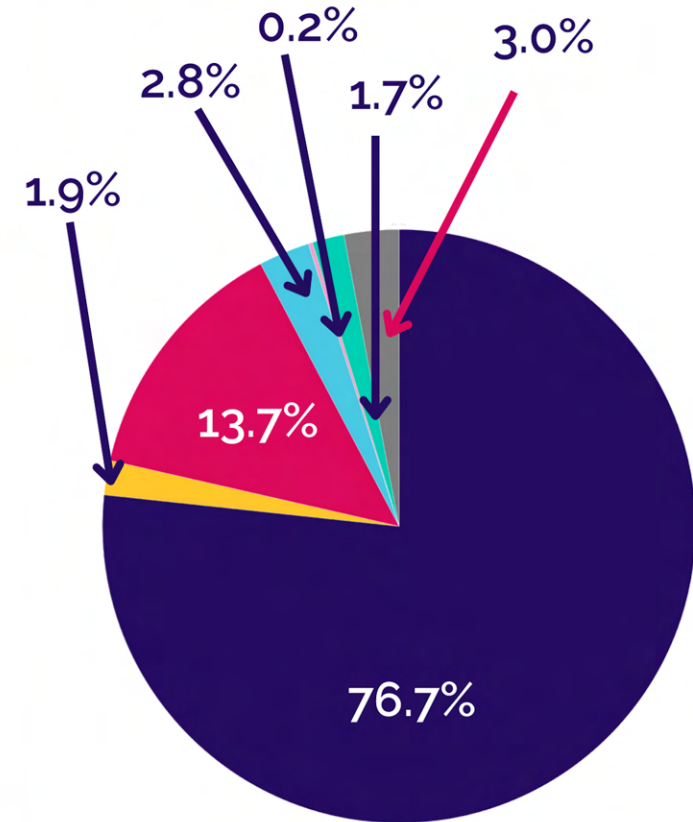
Our properties



Housing portfolio

Stock by tenure (owned and managed)	2021/22	2022/23
General needs housing	9,658	9,641 (77%)
Affordable Rent	185	235 (2%)
Total general needs housing	9,843	9,876 (79%)
Supported housing and housing for older people	1,722	1,723
Low-cost home ownership	329	349
Extra care housing	30	30
Intermediate rent	218	218
Total owned and managed	12,142	12,196
Other (mainly leasehold)	374	375
Total	12,516	12,571

- General needs housing
- Affordable rent
- Supported housing and housing for older people
- Low-cost home ownership
- Extra care housing
- Intermediate rent
- Other (mainly leasehold)



Housing portfolio

- Lincolnshire Housing Partnership has a material presence in **6 local authorities**, as shown in the map to the right.
- 97.4% of our homes** are concentrated around our two main office bases of Grimsby and Boston with **58.6% in North East Lincolnshire**, and **38.86% in Boston Borough**.

Top local authorities	% Total
North East Lincolnshire	58.58%
East Lindsey	2.15%
Boston Borough	38.86%
South Holland	0.32%
South Kesteven	0.06%
West Lindsey	0.03%



About the role



LHP - the business

Lincolnshire Housing Partnership (LHP) is focused on providing great homes and strong communities in Lincolnshire. Our CEO and Leadership Team work closely with our Board and Corporate Leadership Team (CLT) to lead the business in line with the Board Behavioural Framework (as seen on Page 13). The LHP Board Behavioural Framework champions purposeful leadership focused on societal impact, collaboration, and continuous learning, emphasising empowerment through a customer first approach and innovation.



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 provider or treat all our customers the same – not understanding minority 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 & improvement of performance

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

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.

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 options, 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 nonexecutive, 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.

Role purpose



- Be a visible, motivational, authentic, and inspirational leader, providing a clear vision and strategic direction and foster a service excellence, values-based inclusive culture, building trust and empowerment and inspiring collaboration
- Ensure LHP is a purpose led organisation with a focus on listening to and understanding customer needs, and ensuring meaningful customer involvement, inclusion, and engagement
- Be an effective and present role model and demonstrate fully the values and culture of LHP, championing equality, diversity, and inclusion
- Build a cohesive leadership team - creating the conditions for the leadership team to succeed and perform at their best
- Effect transformational change – creating inclusive and collaborative conditions to achieve data-driven and customer focused service improvements and being open to innovation and new ideas
- Have a visible presence within our community, fostering strong relationships, and a comprehensive understanding of the local challenges facing the LHP community
- Promote the organisation externally with a strong brand narrative, fostering long-term external partnerships that enhance LHP's profile and achieve our purpose
- Act as the principal strategic adviser to the Board to enable non-executive directors to discharge their governance and regulatory responsibilities effectively and anticipate regulatory change

Responsible for



Accountable to the Board for the successful delivery, within business plan, of the corporate vision, strategy, and objectives of LHP.

Key relationships



External: Customers; Regulator of Social Housing, Homes England and Housing Ombudsman; Local Authorities, regulatory providers in Lincolnshire, sector networks and comparative organisations; regional, national and trade media; professional advisors.

Internal: Colleagues; LHP customers and their representatives; the Executive and Corporate leadership teams; the Chair, the Board and its Committees.



CHIEF EXECUTIVE - KEY RESPONSIBILITIES

Strategic Leadership, Corporate and Financial Management



1. Ensure the right conditions for the future direction and success of LHP by setting LHP's vision and the development, implementation, and review of LHP's corporate strategy, policies, plans and budgets, ensuring alignment with legislation and regulatory requirements and effective consultation and communication.
2. Drive an inclusive corporate culture aligned with LHP's values – which builds trust and empowerment, and ensures learning and accountability, so all statutory and regulatory compliance requirements are understood and fulfilled.
3. Build a cohesive leadership team and create the conditions for success and good performance, with collective responsibility to support and challenge to ensure capability and capacity to implement corporate strategy, policies, plans and budgets and achieve LHP's purpose.
4. Effect transformational change which includes inclusive collaboration with colleagues and customers in building new ideas and draws upon innovation, business intelligence, research, and best practice, in advising on options and opportunities.
5. Ensure the Board and Committees are effectively supported and given the information necessary to perform their duties and their attention is drawn to matters they must consider and decide.
6. Establish and maintain financial, risk management and information systems and exercise control over LHP's business, ensuring compliance with corporate regulations, statutory and legislative requirements to maintain and enhance LHP's financial viability.
7. Promote and represent the interests of LHP and develop highly effective working relationships externally with the Regulator of Social Housing, Homes England, Local Authorities, Government Departments, the National Housing Federation, and other private and public sector organisations with which LHP may wish to establish links or partner with to share best practice.



CHIEF EXECUTIVE - KEY RESPONSIBILITIES

Leading people



8. Role model LHP's culture, values, and behaviours, embedding a leadership style that is motivational, authentic, and inspiring and encourages support, trust, empowerment and accountability and facilitates good working relationships between all colleagues, and between the Executive Leadership team and the Board and its Committees.
9. Oversee the development of culture and people frameworks to engage, inspire and motivate all colleagues, supporting them to continuously improve service delivery outcomes for customers, ensuring business effectiveness, efficiency, solutions, and sustainability.
10. Ensure good internal and external engagement to build strong relationships.

Leading the organisation



11. Ensure LHP is purpose led and customer focused, delivering services which meet customer needs and ensure meaningful customer involvement, inclusion, and engagement, listening to customers and using customer insight.
12. Provide strategic direction and management to deliver high quality housing management and customer service delivery to the highest standards of integrity and professionalism, in support of long-term financial viability.
13. Ensure day-to-day organisation and alignment of resources to achieve corporate strategic outcomes and budget ensuring a cohesive approach that supports colleagues to achieve plans and objectives, meet local needs and regulatory and statutory compliance, within the strategic and policy framework set by Board and its Committees.
14. Ensure LHP's assets and homes are managed and maintained effectively and efficiently.
15. Oversee the development of LHP's new business development, regeneration and growth strategies and ensure programmes are in place to meet identified need and with appropriate consideration of risk.
16. Establish and maintain effective monitoring and control systems and processes to deliver and evidence assurance of compliance with legislation and regulation, including health and safety, equality, diversity and inclusion, regulatory standards, and value for money.



CHIEF EXECUTIVE - KEY RESPONSIBILITIES

Other leadership responsibilities



17. Highly-visible presence within the organisation, LHP's communities and the wider region.
18. Keep abreast of best practice, nationally and locally and through networking, create business and partnership opportunities, throughout the region and wider, if appropriate.
19. Ensure that consideration of equality, diversity and inclusion inform all that you do.
20. Create a safe and healthy working environment, in compliance with corporate health and safety policy.
21. Take proactive responsibility for own personal and professional development.
22. Be a role model, demonstrate highest personal standards of integrity and conduct at all times.

No executive role profile can cover every eventuality. The postholder is expected to work flexibly taking on other duties as required, as LHP continues to grow and develop.



CHIEF EXECUTIVE - PERSON SPECIFICATION

Experience and qualifications



- **Significant sector experience** – with an understanding and appreciation of the challenging operating environment and legal and regulatory expectations.
- Experience of establishing a **visible local presence** understanding local challenges and customer needs
- Strong track record of providing inspirational leadership in a complex **social purpose** led organisation.
- Experience of **building** a cohesive and successful leadership **team**
- Experience of setting and maintaining a positive and inclusive organisational **culture**
- Experience of effecting **transformational change** and providing vision and strategic direction, whilst ensuring effective organisational management, and strong financial, risk management and compliance control.
- Experience of working with **non-executives and understanding of good governance**. We are looking for candidates who are open and transparent with Board and who work in collaboration with the Executive to lead with one voice across the organisation.
- Experience of working closely with **external stakeholders**, with a track record of building authentic, open and inclusive relationships that generates confidence and trust

Attributes



- **Personal commitment to social purpose** – able to set the right conditions for the organisation to succeed, perform well and achieve better outcomes for customers.



- **Able to establish a visible presence** within our communities, fostering strong relationships with colleagues and customers. Actively engaging with customers to understand their needs, whilst developing a comprehensive understanding of the local challenges facing the LHP community.



- **Significant personal impact** – demonstrates personal behaviours aligned to our values, with integrity, empathy, and well-developed interpersonal skills – able to develop authentic, inclusive and credible relationships with customers, colleagues, community stakeholders and potential local partners.

CHIEF EXECUTIVE - PERSON SPECIFICATION

Skills



- **Motivational, authentic, and inspiring leadership skills** – able to change the culture of the organisation – setting and maintaining a positive culture in line with LHP's values and building trust and empowerment.



- **Authentic team builder** – able to build a cohesive leadership team and create the conditions for the leadership team to succeed and perform at their best.



- **Change management** - able to effect transformational change - creating inclusive and collaborative conditions and being open to innovation and new ideas.



- **Externally facing** – able to effectively influence, negotiate and build authentic, open and inclusive relationships with stakeholders that generates confidence and trust.



- **Communication** - able to communicate and engage effectively, consciously choosing and using a range of communication, coaching methods and approaches tailored to the situation. High level of written, presentation and interpersonal communication skills - able to present data and information in clear and accessible ways to facilitate effective decision making.



- **Strategic thinking** – able to scan the environment, assess context and performance, and collaboratively set strategic direction to achieve our purpose, outcomes and positive impacts on customers and colleagues.



- **Analytical thinking** – able to interpret and analyse complex financial, performance, and other information and data.



- **Risk management** - able to identify and manage risks and make sound judgements, whilst not being risk averse.

Why work for us?

Benefits

- 30 holiday days a year pro rata (plus bank holidays) which will increase by one day per year for the first five years of service
- The ability to earn additional holiday days through full attendance
- A superb employer salary sacrifice pension scheme with up to 12% paid by LHP
- An employee wellbeing package worth up to £1,200 annually through our benefits partner Westfield Health
- Discounted Shopping Vouchers through Westfield Health
- Opportunities to learn new skills and knowledge through our fantastic corporate training programme
- Mental Health First Aiders across the business, let's be there for each other!

Check out www.lincolnshirehp.com/careers to hear more about why our colleagues love to work for Lincolnshire Housing Partnership.



How to apply

Thank you for your interest in this post. In order to apply you should submit:

- an up-to-date CV which shows your full career history – we recommend that this is no longer than three pages
- a supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the role specification – we recommend that this is also no longer than three pages

Applications must be received by Friday 3 May 2024

If you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply please contact:

Tom Neely

Director

Neemar Search

tomneely@neemarsearch.com

07384717939

Key dates and application process

- Applications close: **Friday 3 May 2024**
- Initial interview with Neemar Search: **w/c 13 May 2024**
- First stage interviews: **w/c 20 May 2024**
- Final interviews: **Thursday 13 June 2024**



LHP Lincolnshire
Housing
Partnership