



# Appointment of board members

## Recruitment pack



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Dear Candidate,

Thank you for expressing an interest in becoming a Board Member at One Manchester. Now is a particularly exciting time to join One Manchester.

As One Manchester's Chair, it is apparent that if providing affordable and high-quality homes is our DNA, then helping people realise their aspirations is our beating heart. Our Board has a key role as part of this heartbeat.

There is now an opportunity to join our high-performing Board and help us achieve our many ambitions over the next few years. We are looking for someone with an impressive track record of achievement during their career, particularly demonstrating expertise within finance, treasury, and strategic leadership. Although prior NED experience isn't essential, you will of course be an accomplished leader who has taken considerable pride in making a positive difference to customers during your career.

As someone with some sector knowledge and insight, you will most likely know that One Manchester is a hugely important strategic partner in the socio-economic journey of our operating area. Safe, decent, and affordable housing, and tackling homelessness are central to the region's strategy. At One Manchester, we are contributing to a range of other objectives and priorities too, such as community safety, wellbeing, the green agenda, job creation, training etc.

I hope that you are considering this opportunity because you feel as passionately as we do about the positive impact that organisations such as One Manchester can have.

The last two years have been difficult for many people and there are many challenges ahead, so this is an especially good time to consider how your skills and experience can make a difference to the 2.8m people that call Greater Manchester home. It will be meaningful work that I guarantee you will find rewarding.

At One Manchester we take great pride in being our region's leading social housing provider. I had no hesitation in becoming One Manchester's Chair when I was presented with the opportunity, and I feel confident that you will share my positivity once you've read through this information pack.

Best wishes,

*Yashar Turgut*

Yashar Turgut, Chair of the Board

# We're more than just a landlord

One Manchester was formed in 2015 from the merger of City South Manchester Housing Trust and Eastlands Homes and employs 420 people. The two companies owned and managed 12,500 Social rented homes, as well as managing over 500 leasehold properties, across east, central and south Manchester. Both were formed via Large Scale Voluntary Transfers from Manchester City Council between 2003 and 2009.

One Manchester's geographical profile encompasses city centre fringe areas like Hulme and Ardwick, south Manchester suburbs like Fallowfield and Moss Side and east Manchester areas like Openshaw and Gorton. Although located predominantly in Manchester at present, border onto Oldham, Salford, Stockport, Tameside and Trafford local authorities. Our stock is spread over large estates, smaller infill areas and miscellaneous pockets of ownership, including 17 high rise tower blocks. It ranges in age from the early 1900s to present day.

One Manchester are well-established, with a financial turnover of just over £60m, housing assets worth more than £430m (based on existing use value) and this last year invested heavily in building safety. One Manchester have around £250m for further investment in the development of 2,400 new affordable homes by 2025/26.

## We have big ambitions

At the heart of One Manchester's vision are **People, Place, Prosperity**. To fulfil our purpose and achieve our vision, we're committed to delivering great services and quality homes, providing more great places to live, and investing further in our communities.



We exist to provide quality homes and build thriving communities. We're committed to working with our partners to shape services that improve people's lives and attract further growth and investment into the places where they live. People are at the heart of these places, so to be successful, these places need successful people. This is why we deliver objectives that result in safe, inclusive, healthy communities and increased economic activity.

Actively engaging and involving our communities puts our customers at the centre of our services. We want people to feel a sense of belonging and that they can contribute, influence and make their own choices - with support from us when they need it.



We have **one** vision - to create inclusive, connected and sustainable places where people can thrive and live well.

We have **one** purpose - to provide good quality homes, great services and real opportunities for our customers and communities.

# What we're looking for

At One Manchester, you'll see the difference you make to people's lives and local communities. We manage more than 12,500 homes across our proud city. But there's so much more to us than that. We build thriving communities and places where people want to live. We help people to learn, manage their money, launch successful businesses and improve their employability. Supportive and flexible, we're rightly proud of our work and excited about the future. We do things differently here. And you'll lead the way with us – helping us to strategically shape and drive business performance, profitability and growth and making sure we continue to meet our legal, statutory and regulatory requirements.

## Length of term

Capped six years, re-elected each year.

## Remuneration

£6,134.13 - Board Members are engaged on service contracts and subject to PAYE deductions.

## Time commitment

Typically, the time commitment will be six Board Meetings per year, at least two strategy days and the Annual General Meeting, if relevant, quarterly committee meetings.

## Skill set sought

You'll be able to demonstrate impressive acumen and analytical skills combined with a strong track record of delivering business finance and treasury services at strategic level. An insight into Greater Manchester, as well as a complex, regulated environment such as social housing is desirable.

## Eligibility

Candidates must be 18 years of age or over. Candidates must not be:

- Bankrupt or subject to an agreement with creditors
- Disqualified from acting as a director or trustee (or equivalent) for any reason
- Convicted of an indictable offence which is not or cannot be spent.



# Role description

## Overall responsibility

Board Members are responsible for providing appropriate oversight, governance and leadership to One Manchester in the pursuit of its strategies to fulfil its charitable purposes. Members will scrutinise the performance of the management in meeting agreed goals and objectives and monitor the reporting of performance in key areas. Board Members should satisfy themselves as to the integrity of financial and other information, and that financial and other quality controls and systems of risk management are robust and defensible. Board Members are responsible for determining appropriate levels of remuneration of staff and have a prime role in appointing, and where necessary, removing senior staff, and in succession planning.

## Accountability

As the Board are responsible and liable for the governance and functioning of One Manchester, you are accountable in varying degrees to a variety of stakeholders, including: customers, funders, the Regulator of Social Housing, and One Manchester employees. Furthermore, there is a growing demand within the sector and the wider general public, for Registered Providers to be open and accountable for their actions and inactions. Where appropriate, the Board should take the lead on this, and Board Members should consider the wider implications of the decisions that are made. Above all else, Board Members must adhere to any legal and regulatory requirements applicable to One Manchester's activities.

## Statutory duties

The following is a summary of the legal duties Board Members must fulfil including:

- ◆ Duty of trust
- ◆ Duty to comply with One Manchester's governing document
- ◆ Duty to act in the best interests of One Manchester, and present and future beneficiaries
- ◆ Duty to avoid conflicts of interest
- ◆ Duty to safeguard asset
- ◆ Duty not to benefit from their position
- ◆ Duty of care
- ◆ Duty to act personally
- ◆ Duty to act collectively
- ◆ Duty to keep accounts



# Main duties and responsibilities

## Strategy

- ◆ Developing the strategy by which One Manchester aims to fulfil its charitable purpose.
- ◆ Establishing clear objectives to deliver the agreed plans and strategy to meet One Manchester's objectives, in accordance with short, medium and long-term plans and regularly reviewing performance against those objectives.
- ◆ Holding the Chief Executive to account for the effective management and delivery of the organisation's strategic aims and objectives, where appropriate.
- ◆ Promoting and developing One Manchester in order, for it to grow and maintain its public benefit.
- ◆ Actively participating in discussions on the strategic development of One Manchester.
- ◆ Contributing to and informing the vision of One Manchester.
- ◆ Contributing to constructive debate regarding the strategic development of One Manchester and any other material and significant issues facing the organisation.
- ◆ Safeguarding the good name and reputation of One Manchester.
- ◆ Building and maintaining close relations between One Manchester's various stakeholder groups to promote the effective operation of One Manchester's activities.
- ◆ Ensuring that strategies and actions approved by the Board are implemented effectively, where appropriate, by the Chief Executive and the senior management team.
- ◆ Agreeing an effective communication strategy that includes the needs of staff, beneficiaries, and other stakeholders.
- ◆ Representing One Manchester at functions, meetings and in the wider media, in line with One Manchester's agreed media strategy.
- ◆ Promoting One Manchester and its work to fulfil its charitable objects.
- ◆ Agreeing One Manchester's values and ensuring that they are reflected in the conduct and activities of the organisation and those who work for it.
- ◆ Setting the tone for One Manchester through leadership, behaviour, and performance.

## Performance Monitoring

- ◆ Ensuring the effective implementation of Board decisions by the Chief Executive and the senior management team, where appropriate.
- ◆ Ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities of the Chief Executive and, where applicable, other members of the senior management team.
- ◆ Setting challenging objectives for improving performance and monitoring performance against those targets.
- ◆ Paying due regard to ensure that any key performance indicators (for performance, fundraising or service delivery etc) are in alignment with the ethos of One Manchester and culture it promotes.

## Compliance

- ◆ Ensuring that One Manchester complies with its governing documents, charity law and any other applicable legislation and regulations.
- ◆ Working to achieve the purpose of One Manchester and to pursue the charitable objects and provide public benefit.
- ◆ Ensuring the effective and efficient administration of One Manchester and its resources, striving for good practice in governance.
- ◆ Managing and using our resources to optimise and impact the delivery of our objectives.



- ◆ Maintaining the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in One Manchester.
- ◆ Ensuring that financial controls are robust and that the board is kept fully informed through timely and relevant information.
- ◆ Identifying and assessing risks and opportunities for One Manchester, determining which are appropriate or desirable, and establishing effective risk management mechanisms, in order to monitor these.
- ◆ Ensuring that those working on behalf of One Manchester, including third parties, fundraisers, etc. abide by the standards which One Manchester sets and, also by the relevant requirements of legislation.
- ◆ Participating in the appointment of the Chief Executive and other senior staff, as appropriate.
- ◆ With the assistance of One Manchester Company Secretary, promoting the highest standards of corporate governance in compliance with the NHF Code of Governance (or any other regulatory code that the Board may, from time-to-time, choose to adopt) and other regulatory requirements and good practice, where appropriate.
- ◆ Taking appropriate professional advice in all matters where there may be a material risk to One Manchester, or where the Board Members may be in breach of their duties.
- ◆ Upholding the values of One Manchester by example and ensuring that the organisation promotes equality and diversity for all its stakeholders.

## Board Activities

- ◆ Upholding the highest standards of integrity and probity, adhering to the Nolan Principles, and observing the recommended practice of the NHF Code of Governance. The Nolan Principles (as further outlined in the One Manchester Code of Conduct) are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

- ◆ Participating fully in the work of the Board, ensuring the collective responsibility of the Board of One Manchester.
- ◆ Attending and possibly chairing, committees and ad hoc meetings of the main Board.
- ◆ Participating in a Board induction, any training, and other evaluation, identified as an individual, and as part of the Board or Committee.
- ◆ Maintaining One Manchester's commitment to Board diversity, renewal, and succession management in line with One Manchester's governing document and/or current good practice.
- ◆ Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as, a result of the evaluation process.
- ◆ Maintaining absolute confidentiality about all aspects of the Board Members' business, bearing in mind the overriding legal obligations placed upon Board Members.

# Our leadership

Following the Group Simplification exercise, the One Manchester Group consists of: the Parent Company: 'One Manchester Limited' (a Registered Provider and Community Benefit Society) and subsidiaries (all private companies limited by shares): 'One Manchester Treasury Limited', 'One Manchester Property Limited' and 'One Manchester Developments Limited'. The One Manchester Group adopted an efficient treasury structure upon its formation with a treasury vehicle, One Manchester Treasury Limited that provides the private finance facilities for the Group. This structure allows for a more efficient use of the Group's security and private finance facilities enabling more efficient borrowing costs.

One Manchester Developments Limited is the vehicle through which the Group develops new housing, performing the role of principal development contractor for the Group, ensuring efficient development of new homes in accordance with our growth and diversification strategic priority. One Manchester Property Limited is a wholly owned subsidiary of One Manchester Limited with general commercial objects. It was established in order to enable potential non-charitable, non-core activity to be undertaken, which is likely to include property development for sale, joint venture arrangements and providing property management services to third parties.

Serving the Group are the following Committees, established by the Parent Board:

## Audit and Risk Committee

Responsibility for monitoring of risk and measures for risk mitigation and internal control/ business assurance, selection of Auditors and consideration of Group Financial Statements.

## Remuneration & Governance Committee

Responsibility for oversight of compliance with regulatory requirements, the review and evaluation of the One Manchester Corporate and Committee structures, development of strategies for the recruitment, advancement and retention of suitably qualified Governance Members and implementation and oversight of a formal and transparent mechanism for developing payments and remuneration policies.

## Growth Committee

Responsibility for oversight and monitoring of the development and growth programme appraisal process.

## Place Committee

Responsibility for oversight and monitoring of services to residents, maintenance and management of assets, management and investment in Group Communities, resident involvement and the provision of social value and innovation.

## Equality, Diversity and Inclusion Committee

The mechanism by which One Manchester Limited ('Parent board') can oversee, develop and share good practices in equality, diversity and inclusion as a social provider and employer.

# One Manchester Board



## Yashar Turgut Chair

Yashar is a Fellow of the ICAEW. He has over 35 years' Board level experience in executive positions and 20 years' experience in NED roles the Housing sector. He has experience in neighbourhood regeneration. He was a Group Board Member of a national housing association, served on Finance/Audit and Commercial Ventures committees and was a trustee of the Pension Scheme. He was the Chair for nine years of a facility services company delivering responsive and major repairs services to housing associations.

## Nicole Kershaw Chief Executive

Nicole is passionate about creating thriving places, delivering exceptional customer experiences and building a culture for people to realise their full potential. She has over 15 years' experience in social housing, and a proven track record of transformational leadership, innovative service design and driving business performance. Previously, Nicole was COO at Halton Housing and has worked across the housing and charity sectors.



## Joanne Seymour

Jo is a chartered accountant with over 30 years' experience. She started her career as an auditor with EY Manchester before moving to London. Following 12 years with EY, she furthered her career by moving into industry in senior finance roles. She is currently finance director of a publicly listed tool hire business providing services to the construction and infrastructure sectors.

## Sue Lock

Sue is an experienced housing professional and leader, having served on housing associations and charity boards since the late 1980s. Including the CIH North West Regional Committee as Vice Chair and Chair, and a Nationally Elected Member of the CIH Board. She has also Chaired Local Housing Consortia, task and finish committees etc. Sue is also a Non-Executive Director (NED) on three other boards including Johnnie Johnson, acting as the Chair designate, the Audit and Assurance, Sue is the Chair of the Operations Committee at The Extra Care Charitable Trust.



# One Manchester Board



## Gordon Perry

Gordon retired as CEO of Accent Group in 2017, after 40 years as a Housing Professional, having begun his career as a Housing Trainee at Bolton MDC and worked at Executive Director level for almost 30 years. Gordon currently sits on The Chartered Institute of Housing Governing Body, but this role and others come to an end soon having reached maximum terms of office and can therefore focus his time on supporting One Manchester, our residents and customers, and the City he loves dearly.

## Cath Wilson

Cath is a qualified solicitor, with over 30 years' experience of working with public and private sector entities across a diverse range of projects. Director at KPMG Infrastructure Finance until 2003 when she joined EY, to head up their Northern Infrastructure team. Now an independent consultant providing services to public sector institutions and private sector entities on infrastructure and project finance initiatives, reorganisations and operational efficiencies, project feasibility and appraisal. She specialises in HRA and Non-HRA housing, social care, education and health. She is a trustee for a charitable trust based in the North West and holds a number of Board advisory roles.



## Dave Bullock

Dave has worked in housing and development for almost forty years, for public, voluntary and private sector companies, and has experience in most aspects of housing associations'. He has a particular interest in the importance of 'place' - people should feel that where they live is familiar, recognisable, and attractive, with a variety of accessible facilities to support a wide range of local economic, educational, leisure and cultural activities. He also volunteers for a local Millennium Green Trust.

# One Manchester Executive Leadership Team



## Nicole Kershaw

### Chief Executive and Member of the Board

Nicole is passionate about creating thriving places, delivering exceptional customer experiences and building a culture for people to realise their full potential. She has over 15 years' experience in social housing, and a proven track record of transformational leadership, innovative service design and driving business performance. Previously, Nicole was COO at Halton Housing and has worked across the housing and charity sectors.

## Charlotte Grover

### Chief Transformation Officer

For the past 20 years Charlotte has provided support, advice and guidance on increasing efficiency and helping organisations to realise benefits for customers as part of her consultancy business. She has previously worked for Unilever, Toyota and Xerox to bring about cultural change. Charlotte is passionate about One Manchester's ambition to be more than a landlord.



## Barry Wears

### Chief Financial Officer

Barry has 20-years' experience in finance roles, with senior positions at Trafford Housing Trust, Capita Real Estate and Infrastructure and others. Intensely passionate about social housing, Barry has long admired One Manchester and its values-driven approach, which places equal weight on housing, people and communities.

# How to apply

Please send a CV and covering letter / supporting statement, outlining your reasons for wishing to join our Board and the potential contribution you think you could make, to our independent consultant Paul Johnson:  
**paul.johnson@3dks.com**

It is important that your covering letter highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the recruitment pack.

Please confirm where you saw the role advertised.

Your CV should provide the following:

- Full name and postal address
- Work telephone (if applicable) and home telephone number, mobile number and email address (most written communication with you will be electronic)
- Employment history
- Current memberships of relevant professional associations/Institutes and dates
- Name and contact addresses/phone numbers of two referees. We will not contact your referees without your prior permission.

You need to state if you are related to a Board Member, an existing employee or resident of One Manchester, and if you have any financial interest in the organisation, or any conflict of interest you wish to make us aware of.

If you would like an informal and confidential discussion before formally expressing your interest, please contact:

Paul Johnson  
☎ 07713 085001

## Key dates:

Advertisement placed: 28 October 2022

Closing date for applications: 28 November 2022

Short listing: 29 November 2022

Initial first interview: 6 December 2022 (on Teams)

Final interviews are scheduled for: 12 December 2022 (in person at Lovell House)

Your application will be treated in the strictest of confidence. **Thank you for your interest in One Manchester**

