



# Sutton Housing Society

Independent Board Member  
recruitment pack 2022

# Application for new Board Members

---

Thank you for considering the role of non-executive Board Member with our unique locally focussed housing association. Included within this recruitment pack is information about our organisation, the roles and some background on our exciting development plans.

We are currently seeking new Board Members, who will have a real passion to support a smaller RP, making a genuine difference to the local community.

Together with a completed application form, can you please also provide:

- a current CV;
- the equal opportunities information form (please note: the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity).

Please submit your application electronically, by the date outlined in this pack, to [hello@shsoc.org.uk](mailto:hello@shsoc.org.uk).

If you have any questions or would like an informal discussion about the role and the organisation, please give me a call on 07758 611 868.

Kind regards



**Robin Roberts**  
Chief Executive

## Contents

<b>About Sutton Housing Society</b>	page 3
<b>Our Senior Management Team</b>	page 4
<b>Purpose, ambition and values</b>	page 4
<b>The future</b>	page 4
<b>Role profile</b>	page 5
<b>Person specification</b>	page 5
<b>Remuneration</b>	page 5
<b>Time commitment</b>	page 5
<b>Tenure</b>	page 5
<b>Selection process and key dates</b>	page 5
<b>Application form</b>	page 6
<b>Plans for the future</b>	page 10

# About Sutton Housing Society



**FRANK GRIFFITHS,  
SUTTON HOUSING SOCIETY  
FOUNDER**

Sutton Housing Society is a registered provider (RP) focusing primarily on older people (over 55s) operating within the London Borough of Sutton. We own and manage 487 homes of which around 20% are for general needs.

Sutton Housing Society was founded by local businessman, Frank Griffiths who as secretary of the Worcester Park Housing Society (WPHS) gained an insight into the challenges of elderly people of limited means and the loneliness often experienced with increasing age. Using the experience obtained from being a founder member of the WPHS, he wrote a paper which was presented to the Sutton Old People's Welfare Committee. With help from the Sutton Council of Voluntary Service, a small body of local people formed Sutton Housing Society in February 1964.

During the first year, plans were prepared to develop three local sites to produce 52 small flats/bedsits and by 1967 they had built the first 20 homes at Trickett House – named after the very first Chairman.

Over the last 55 years, the organisation has grown and now provides 487 affordable homes, primarily let at social rent.

In 2019, we chose to Celebrate 55...; In February 2019, Sutton Housing Society began its 55th year – a special celebration as our core business is housing for the over 55s, where we committed to holding 55 resident focussed events during the year.

We are especially proud, that our work has been externally recognised through a number of awards and accreditations, including Investors in People in silver (awarded 2021), Construction Excellence Awards (2020/21) as well as achieving finalist status in the 2020 and 2021 Housing Heroes awards. We also became a finalist in the liP awards.

We are an organisation that is respectful of its past, values the present and has its eye firmly on the future, with good awareness of upcoming/future challenges and opportunities.

**CELEBRATING**  
**55**  
years/stories/events



**INVESTORS IN PEOPLE™**  
We invest in people Silver

# Purpose, ambition and values

## Our purpose

We remain true to our roots as an independent provider of affordable homes specialising in the over 55s, where people can thrive, live in comfort and security, leading the fulfilling lives they deserve.

## Our ambition

Here for good, enabling happy lives.

## Our values

**Accountable:** ‘be the body...’ that makes a difference, be proud of what we do and take personal responsibility to get things done, contributing to a culture of expectation to achieve and grow.

**Kind:** we are thoughtful, caring and empathic in all that we do.

**Listen:** we can only improve by hearing what you say, being attentive and valuing the views from our customers (residents), staff and wider community and acting upon these.

**Enjoy (what we do):** we want to enjoy our work and ensure our customers have a fulfilling life.

**Personal:** everyone is accessible, sharing a passion to deliver a truly individual service, with a commitment to go the extra mile.

**Bold:** we seek opportunities to improve and enhance our organisation, taking on challenges and being creative.



## The future...

Sutton Housing Society is committed to providing affordable, quality homes. On 16 October 2019, we took an innovative and bold step to submit airspace/rooftop planning applications for five of our schemes, all on the same day. This will provide a total of 79 new homes, approximately a 50% uplift in accommodation at each of the schemes and 16% uplift overall.

Supplementing this are our small infill developments, where we have secured planning for six sites for single unit opportunities, with several more identified.

We have since identified a further 80+ homes as part of phase 2, which including our smaller sites, will see our portfolio increase by an impressive 35%. We are currently seeking funding to support our ambitious plans.

This is not just about development, every scheme that is extended (all bar one of our sites), will see planned improvements undertaken at the same time to the whole block. This is about a social value return not a financial one.

# Our Senior Management Team

**Robin Roberts BA (Hons), DipArch (Hons), FRIBA FRICS**  
Chief Executive

Robin joined Sutton Housing Society in May 2018. He initially qualified as an architect, working in the private and public sectors, before spending 16 years at Worthing Homes as Director of Property Services. He is also a Chartered Surveyor and in 2016 became one of only 30 architects worldwide to receive the new fellowship award from the RIBA.

Over the years, Robin has been a board member and non-executive director of many registered providers.

**Glynis Gatenby PG DIP CERT, CIHM**  
Operations Director

Glynis has worked in social housing for over 30 years and has a wide range of experience in both local government and housing association sectors. She joined Sutton Housing Society in 2016 and is responsible for the landlord services provided to our residents. Glynis leads on policy development and regulatory compliance, as well as being responsible for the housing, property and community engagement functions of the organisation.

**Marcie Regelous**  
Resources Director

Marcie has over 30 years' experience in finance, working in the private sector for 15 years before moving into social housing.

Marcie has been part of Sutton Housing Society's continued success, after joining the organisation in 1997. She is responsible for the accounting system and preparing the management and draft statutory accounts, office administration and ICT.

# Role details

---

We have decided to seek applications from individuals who will 'fit' with our purpose, ambition and culture, rather than seek specific skills. The application is your opportunity to explain why you would like to join our Board and describe what skills, experience and passion you can bring.

We are also purposely not seeking applications from individuals who work and/or have worked within the affordable housing sector.

## Role profile

All Board Members are required to:

- uphold the values and objectives of Sutton Housing Society;
- uphold the organisation's core policies, including those for equal opportunities;
- contribute to and share responsibility for the Board's decisions;
- prepare for and attend meetings, training sessions and other events;
- represent the organisation on occasion;
- declare any relevant interests;
- respect confidentiality of information; and
- uphold the principles of good governance.

## Remuneration

The Board will be reviewing Board Member remuneration at the February 2022 meeting.

## Time commitment

You will be asked to commit to the following:

- induction training;
- a minimum of four evening Board meetings per year (usually February, May, August and November, typically these are two hours);
- Annual General Meeting (usually September);
- Board away days (typically every two years);
- appraisal meeting for individual Board Members; after three-year term and prior to re-election.

## Tenure

New Board Members are elected to the Board at the annual AGM. Currently we operate a Board membership cycle that allows three terms, up to a maximum total length of nine years of service.

Re-election or continuing Board membership at any time will be subject to attendance and performance.

## Selection process and key dates

Once appointed, you will initially be co-opted onto the Board for election at the September 2022 annual general meeting, where you will become a shareholder.

Proposed timetable:

- **Completed application forms:** 27 January 2022
- **Interviews:** week commencing 7 February 2022

The interview panel will comprise the Chair, one Board Member and Chief Executive. Interviews will be held at Pat Shaw House, 13-19 Ventnor Road, Sutton, Surrey, SM2 6AQ.

# Application for Board Membership

A Word copy of the application can be made available.

## 1. Personal information

Name

Address

Postcode

Home telephone

Mobile

Email

## 2. References

Please provide the names and addresses of two people who may be contacted for a reference. They should be persons (*not relatives or close friends*) who can comment on your experience and qualifications. We may ask them to describe relevance of this to the role of a Board Member.

### Reference 1

Name

Occupation/relationship

Address

Postcode

Telephone

Email

### Reference 2

Name

Occupation/relationship

Address

Postcode

Telephone

Email

**3. What interested you in applying to be a Board Member of Sutton Housing Society?**

**4. Please describe the skills and characteristics that you feel will enable you to be a successful Board Member for Sutton Housing Society.**

**5. Data protection**

The information given on the application form will be made available to the Chairman of the Board and to the Chief Executive.

Application forms for those who, for whatever reason, do not join the Board will not be retained; these forms will be destroyed as confidential waste.

**6. Declaration**

I give Sutton Housing Society permission to:

- process my personal data as stated above; and
- contact my referees should I be invited to join the Board.

I declare that:

- there is nothing (eg: a bankrupt or subject to an agreement with creditors; a criminal conviction) that would prevent me from holding office as a director of a company or as a charity trustee;
- the information provided on this form is true and accurate and I understand that any false statement may be enough cause for rejection or removal from the Board.

Signed

Date

## Equal opportunities monitoring – Board Member

### Personal information

Name

Date of birth

 /  /    

- Sutton Housing Society promotes equality and diversity in all areas of its work. It is the objective of the Board that its membership is diverse and reflects the communities where the organisation works
- To help us monitor our Equal Opportunities Policy, it would be helpful if you could complete this form. This information will be used in confidence
- Successful candidates will have the information transferred into their (confidential) personal records to allow statistical monitoring of Board Members

### Ethnic origin

Which ethnic group do you belong to? Please tick against one of the groups below:

- White**     British     Irish     Other
- Mixed**     White & Black Caribbean     White & Black African     White & Asian     Other
- Asian/British Asian**     Indian     Pakistani     Bangladeshi     Other
- Black/Black British**     Caribbean     African     Other
- Chinese**     Chinese     Other

### Sexual orientation

- Bisexual     Lesbian     Gay     Unsure     Heterosexual     Prefer not to say

### Religion or belief

- Christian (all denominations)     Sikh     Buddhist     Other
- Jewish     No religion     Muslim     Prefer not to say

### Gender

- Male     Female     Prefer not to say

### Disability

Do you consider yourself to have a disability?     Yes     No

If yes, do you consider this disability may affect your work or require modification to working practice or environment?     Yes     No

## Sutton Housing Society has ambitious plans for the future

Five rooftop planning applications representing an uplift of 16% are submitted in one day



PLANNING APPLICATIONS FOR  
**79**  
NEW FLATS

PROVIDING AN AVERAGE  
**50%**  
INCREASE  
AT EACH LOCATION

With funding provided by:

**Charity  
bank**  
a bank for good

In our *Celebrating 55...* year, October 2019 marked the end of a busy twelve months for Sutton Housing Society, as we aim to create an ambitious development pipeline.

On 16 October, Sutton Housing Society submitted five planning applications (on the same day) to the London Borough of Sutton for 79 additional 1 bedroomed self-contained flats, to our schemes. While the initial phase of applications may appear small to some, this equates to 16% of our overall estate, which for a small organisation is quite a large number!

The new developments will unlock the potential in our untouched rooftop locations, which will provide new affordable housing for people over 55. We will optimise the density, while improving the quality of the accommodation – this typically means an average increase of around 50% for each location and on one site this increases to an impressive 68%.

‘Airspace’ or rooftop development is not new, but we believe our approach is a little different. Our strategy is to assess the potential of the entire estate and this has allowed us to be more ambitious. By grouping

the phase 1 sites together, our approach has realised many benefits including:

- Securing a greater profile and influence, which we would not have if we were working on a single site at a time.
- While we realise it is an often mis-used term, this approach has genuinely benefited from real economies of scale.
- Allowing us to create a development pipeline to ensure there is a seamless programme – i.e. projects will run consecutively, one after the other, learning lessons from each.
- We will be able to accelerate and/or slow down our programme to suit the market.
- Undertaking informal and formal consultations concurrently.
- A collective approach to the pre-app meetings; enabling us to agree principles across all sites.
- Signalling to existing residents that ‘we believe in their scheme’, with planned reinvestment in their homes in tandem with development plans.

## GLA consultation (Policy H2 small sites)

The GLA (Greater London Authority) in its latest consultation wishes to maximise the impact that small sites can play in supporting housing delivery. The GLA has an annual small site target of 24,573 homes, with the London Borough of Sutton's annual target being 738 homes (on small sites).

LONDON BOROUGH  
OF SUTTON ANNUAL  
SMALL SITE TARGET

# 738 HOMES



The approach adopted by Sutton Housing Society provides an opportunity to update and modernise dated apartment blocks primarily built 50 years ago. Where we are building more than one floor, external envelopes to buildings will be added, not only allowing us to improve the façade but also 'lift' the scheme by improving the fabric of the building and its overall appearance.

Additionally, communal lounges are either being extended or built anew. Similarly, the designs have wherever possible, adopted the 10 HAPPI (Housing our Ageing Population Panel for Innovation) principles.

Cost plans were developed in tandem with the project and commissioned when we gained more planning certainty. The minimum GLA (Greater London Authority) grant is a known factor, which together with indicative assumptions around cost – has given us confidence that the plans are certainly viable. It was on this basis the decision was made to minimise delay and take a risk-based approach to planning.

The GLA recognise the contribution that London's smaller housing associations can play in building new homes and have been hugely supportive of our plans and we were pleased to become an investment partner in 2019. The draft London Plan identifies the impact small sites can contribute.

*Typically, smaller developing housing associations development programmes will be ad-hoc or piecemeal, restricted by either access to opportunities and/or by competition from larger registered providers (RPs). We believe that by taking this unique, holistic approach we can create our own pipeline/programme that we can both control and influence.*

*We believe that our approach is innovative and one other small RPs may wish to follow. It has had its challenges, not least managing this process within our existing staff resources. Our senior management team of three, together with our Asset Manager, incorporated the appointments of architects and all consultants, developing the proposed plans, informal and formal consultations, which was no mean feat!*

*From 1 October 2019, we appointed a Development Project Manager to lead on the day to day development focussed work.*

**ROBIN ROBERTS** FRIBA FRICS, CHIEF EXECUTIVE

### Sutton Housing Society would like to thank its project partners

Architects	Hoban Design
Planning consultant	WSP Indigo
Cost management	Inlane
Daylight/sunlight	Right of Light Consulting
Transport	Pulsar Transport
Energy	Eb7
Drainage	Ambiental Environmental
Arboriculturist	Crawshaw Arborcare
Structural Engineers	Elite Designers
Legal	Batchelors Solicitors



### Celebrating 55...

In 1964, 55 years ago, Sutton Housing Society was set up; the organisation provides homes for older people or the over 55s. To celebrate this unique number – 55 years of providing homes for the over 55s – we have committed to 55 resident focussed events in 2019.

### Sutton Housing Society in 2019

Sutton Housing Society (SHS) owns 485 homes within the London Borough of Sutton. All existing homes are let at social rent levels, with just over 75% of the stock being designated for older people (aged 55+).

**Sutton Housing Society**

Head Office

Pat Shaw House, 13-19 Ventnor Road  
Sutton, Surrey, SM2 6AQ

Tel: 020 8642 1500

Email: [hello@shsoc.org.uk](mailto:hello@shsoc.org.uk)



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