

APPENDIX 1:

Job Description/ Person Specification for DevCo Non-executive Directors

1.1 Introduction

The following four individuals, from Sefton Council, undertook a role modelling exercise facilitated by Wickland Westcott to identify the critical features in respect of the position of Non-Executive Director for the Housing Development Company:

- Sarah Kemp – Executive Director
- Christian Rogers – Managing Director Housing DevCo.
- Patricia Hardy – Cabinet Member for Communities
- Marion Atkinson – Cabinet Member for Regeneration and Skills

They were supported by Liz Lawson from Wickland Westcott and Steve Bennett from TransitionPlus Ltd who will be conducting the subsequent recruitment assignment.

1.2 Methodology

The first part of this process consisted of a brainstorming session to identify Key Deliverables for the Non-Executive Director role. This was a facilitated and open discussion enabling each participant to contribute to the eventual role specification.

The second part of this process consisted of a card sort methodology to identify the **key tasks** for the Non-Executive Director role. The participants were first asked to complete this on an individual basis, arrive at an agreed consensus in respect of all the tasks essential to the position and then consider the various required elements of each of the defined tasks. This leads to the identified Tasks in Section 3 of this report and the listed sub-definitions with the frequency of their selection by the group in (parentheses).

The third part of the process consisted of the group identifying key **behavioural attributes** relating to the position of Non-Executive Director. They were asked to grade a broad set of competencies as:

- 4 (absolutely critical for effective performance)
- 3 (important for effective performance)



- 2 (useful, but not important for effective performance)
- 1 (least relevant for effective performance)

and then collate these findings to identify the most important Competencies as identified in Section 4. Further discussion of these resulted in their grouping and defining of “Competency Sets” as illustrated.



2. Key (NED) Deliverables

- Working with the Board Executives to deliver the Business Plan for Sefton's Housing DevCo, against the following key measures:
 - a) Delivery of 101 units in the first 3 years
 - b) 30% affordable housing
 - c) deliver a profit with a minimum of 6% return on the council's investment
- Input to and challenge the company strategy.
- Challenge and assure the performance of the other Directors on the Board to improve and develop the overall performance of the Board.
- Provide constant scrutiny, with an ability to ask the “right questions”, in relation to the company's business plan, financial performance, Health & Safety and other legislative areas both inside the company and through the supply chain (contractors, designers, brand developers, etc ...).
- Specifically, provide advice, guidance, insight and judgement in relation to technical compliance issues, commercial growth, company succession planning
- Ensure oversight of effective Governance, to ensure the company is operating in a proper way and compliant with modern guidelines; Higgs, etc ...
- Provide guidance on risk management and commercial oversight (advising on how to maximise the council's return on investment)
- Act as an Ambassador for the Housing DevCo and help bring the “Sefton 2030 Vision” to life through their demonstrable passion for Sefton.
- Ensure a strong focus on quality and high performance throughout all activity.
- Enhance the company and Sefton's reputation and build credibility with key stakeholders (including council members, suppliers, customers, and the wider community) whilst recognising and successfully navigating, political sensitivities and potential barriers
- Support Stakeholder communication and engagement, by drawing upon 3rd parties and their wider network to bring in external insight and expertise (where necessary) helping to promote the success of the company
- Ensure “Horizon scanning” – bringing in industry and sector insight, facilitating benchmarking and supporting future aspiration and ambition.



3. TASKS

3.1 Advising and Guiding

Making suggestions, passing on knowledge and experience, giving prior warning, communicating best practice. Direction people, counselling people in difficulty, explaining and demonstrating, providing specific instructions, accompanying visitors.

Keeping people up to date (3)

Passing on knowledge and experience (3)

Translating expert knowledge into a format that others can use (3)

Helping people understand the options available (2)

Offering suggestions (2)

Communicating best practice (2)

Outlining the pros and cons of a situation (2)

Making recommendations (1)

Giving people prior warning of impending events (1)

3.2 Influencing

Talking to people, asking questions and listening, justifying a position, anticipating objections.

Asking questions to understand (3)

Anticipating and handling objections (3)

Identifying key people (2)

Lobbying support (2)

Establishing other people's needs (1)

Listening carefully (1)

3.3 Calculating

Calculating risk, calculating time, calculating numbers or finances, estimating values, prices, costs or charges, reasoning with numerical data, applying numerical data.

Calculating the risk involved with a course of action (4)

Reasoning with numerical data (3)



- Calculating time available (1)
- Calculating budgets or finances (1)
- Applying numerical data to solve problems (1)
- Estimating values, prices, costs or charges (1)

3.4 Decision Making

Establishing facts, weighing up, pros and cons, examining consequences, consulting with others, deciding under time pressure, establishing consensus.

- Evaluating different options (4)
- Weighing up the pros and cons (3)
- Evaluating consequences of different decisions (3)
- Establishing as many facts as possible (2)
- Consulting with other people (External network) (1)
- Establishing consensus (1)
- Deciding quickly under time pressure (1)
- Deciding slowly after lengthy debate and discussion (1)

3.5 Planning

Establishing objectives, sequencing activities, prioritising, setting timescales, preparing contingency plans.

- Developing long term strategy (4)
- Choosing between competing priorities (3)
- Matching resources to demands (3)
- Establishing clear project objectives (2)
- Anticipating obstacles and preparing contingency plans (2)
- Revising plans in light of changing circumstances (2)
- Sequencing activities for maximum efficiency (1)
- Allocating budgets (1)
- Horizon scanning (1)



3.6 Problem Solving/Creating

Resolving queries, conflict or disputes, solving different types of problems, working out where mistakes have been made ensuring problems are prevented. Generating novel ideas, creating new process or procedures, creating commercial opportunities designing advertising and logos, thinking of new ways to do things.

Asking questions to gather information on the problem (3)

Ensuring problems/mistakes are prevented in future (2)

Working out where mistakes have been made (1)

Resolving disputes or conflicts between people (1)

Solving and identifying alternative solutions (1)

Bringing previous experience from other roles to help with business challenges (1)

3.7 Managing Performance/Monitoring

Setting goals, targets and objectives for others, evaluating work or past performance, checking progress, rewarding success, providing constructive feedback. Keeping track of own and others' progress, checking accuracy, checking compliance, observing activities, looking for errors, mistakes or shortfalls, monitoring the external environment.

Checking progress against goals and targets (4)

Providing constructive feedback (3)

Keeping track of other's progress against goals, milestones or objectives (3)

Monitoring competitor activity (3)

Monitoring external market activity (3)

Evaluating work or past performance (1)

Appraising individuals' past performance (1)

Checking tasks are complete and accurate (1)

Comparing spending against budgets (1)

Checking compliance with rules and regulations (1)

Observing people carrying out tasks or activity (1)



4. COMPETENCY SET

Commercial Awareness/Financial Understanding

- Strives to maximise the commercial impact of own contribution, taking action to achieve the most benefit for the least cost.
- Has a firm grip of the key financial drivers of the organisation, and of the variables that impact on these.

Decisiveness

- Prepared to make critical decisions with real-world constraints.

Strategic Thinking

- View the organisation in its market context (social, technical, economic, environmental and political) and translates visions into tangible, operational activities.

Professional Integrity/Judgement

- Sets and maintains high professional and ethical standards, placing a priority on behaving objectively, consistently and fairly.
- Takes an objective and rational approach to making decisions, following a sound, justifiable progression of thought.

Results Orientation/Initiative

- Sets challenging performance targets, holding self-accountable for success/failure.
- Takes a proactive approach, originating action rather than simply responding to events.

Market Awareness/Customer Focus

- Invests time staying up to date with market trends and consumer demands.
- Identifies who the customers of a piece of work are and concentrates effort on understanding and meeting their needs.



Leadership/Influence

- Develops and champions a vision of success, motivating people to support and strive towards it.
- Wins support and commitment from others.

Networking

- Invests time and effort building relationships with key stakeholders and enhancing own understanding of others' objectives.

Creativity

- Produces creative solutions to work-related situations, generating a range of novel alternatives.

