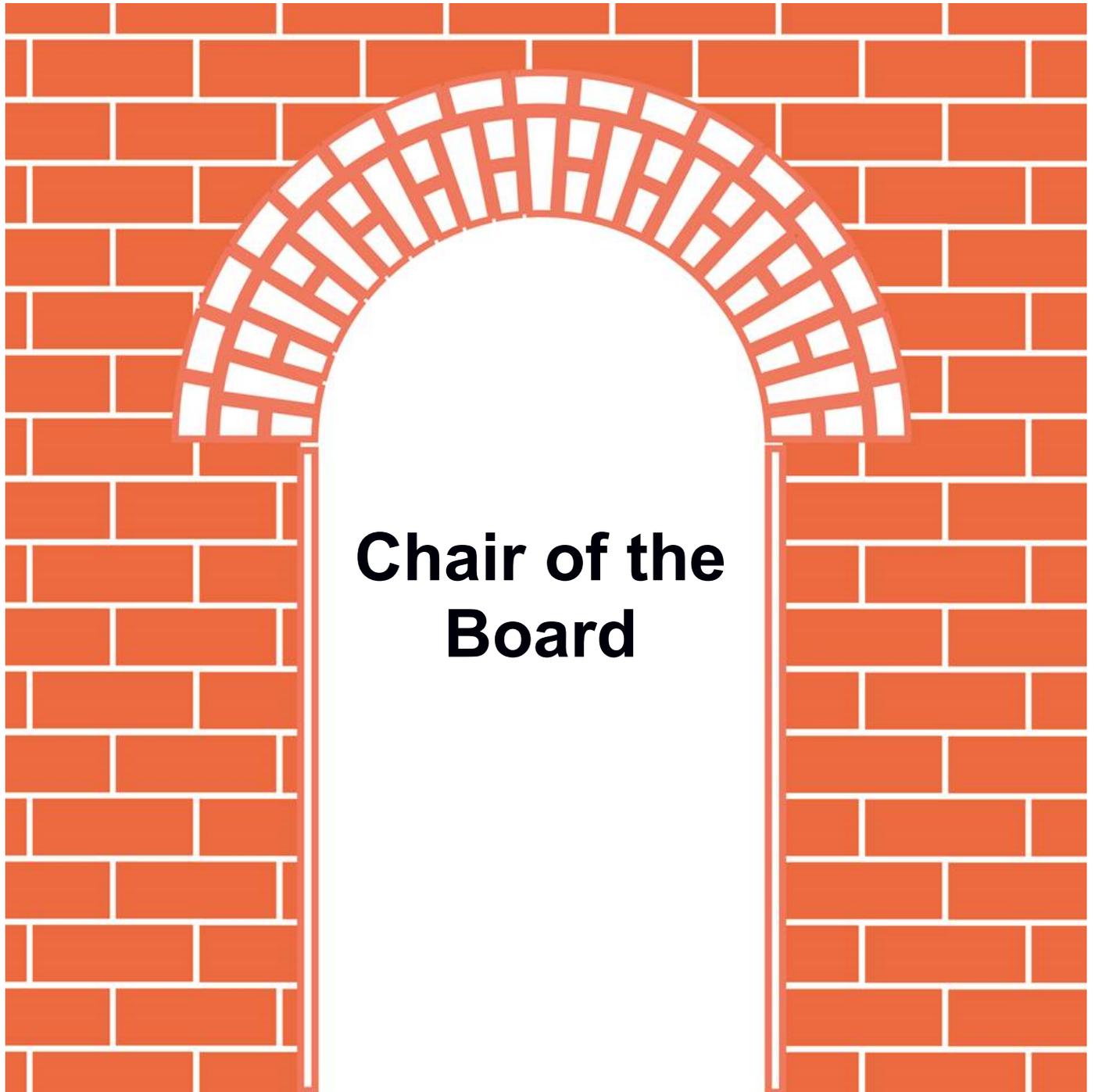


Granby 4 Streets CLT

Candidate Brief

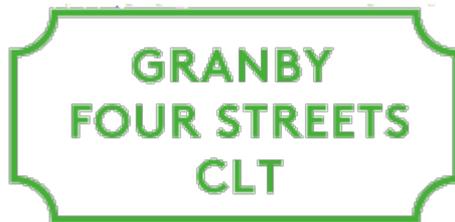


Closing date: 8 December 2017

granby4streetsclt.co.uk

Contents

	Page
Advertisement	3
Introduction to the CLT and the Trust	4
The Role	8
Application Process	11
Job Description and Person Specification	12



Granby 4 Streets Community Land Trust focuses on the Granby Triangle of Toxteth, Liverpool 8 but we are world renowned for providing a blueprint for community and creative led regeneration. Alongside Assemble we won the 2015 Turner Art Prize and more recently Urban Monde European award for Urban Regeneration as well as being a runner up in the 2016 World Habitat Awards. We are a small community focused organisation, delivering an ambitious programme of projects from housing to art on a world stage and we are looking for a Chair to take us forward and meet the aspirations and needs of our community.

Chair of the Board

Granby CLT is seeking a new Chair to lead the Board, staff and organisation into and through the next critical stages of its development.

It is expected that the new Chair will have a proven and impressive track record of strategic leadership, business acumen, effective communication and representational skills, empathy and enthusiasm for the CLT's vision and an ability to command respect amongst local and regional stakeholders as well as funders and decision makers in both the public and private sectors.

The Trust is looking for an individual who has the skills and interests to help us identify and exploit new opportunities, as well as the ability to support staff and Board members to take the CLT through completion of its current Business Plan and onto the next stage of its development.

If you would relish such a challenge and share our commitment to building a strong and lasting legacy for Granby as a sustainable artistic, economic and social hub for our community, particularly in challenging economic times, then we would be delighted to hear from you.

The role is unpaid, although reasonable travel expenses are reimbursed. The time commitment amounts to approximately two to four days a month, and the initial term of office is two years.

For a briefing pack including further details about the role of Chair, and for details of how to apply, visit <http://www.granby4streetsclt.co.uk/working-here/>, email John.McGuigan@nwhousing.org.uk or telephone 0151 726 2260.

Closing date: 8 December 2017

Introduction

Over the last 10 years the Granby Triangle within Liverpool 8 has been at the heart of a cultural and community based regeneration. A true bottom-up approach in community-led direct action, from guerrilla gardening to a volunteer-run street market. The community of Granby came together to make a stand to halt the ongoing desolation of our multi-cultural community.

Working with partners, we have provided a number of organically grown solutions to address the issues affecting Granby and reverse the decline of our area. We have done this in a variety of ways – through our 10 Home Scheme, providing affordable homes for rent and sale; our Winter Garden, providing a stunning, innovative use of two derelict terraced houses within a residential setting and establishing a popular and growing community market. We have received global recognition for this work through Assemble winning the 2015 Turner Art Prize and our recent recognition as a 2016 World Habitat Finalist. However, there is still a long way to go to address the historic gaps of inequality, displacement, institutional investment and deprivation that the community has suffered.

Granby's values and beliefs are founded in the understanding that traditional approaches to economic regeneration, urban renewal and business growth have not only failed our community for over 30 years; those approaches were institutionally racist, class bound, sexist, homophobic and ultimately severely damaging. These policies stripped our community of its ownership of land and property, devalued what was left by removing any commercial market from the area and stripped cultural centres of their licenses, their source of independent income. Our cultural events were viewed as a problem and our artists excluded from opportunities; whilst generations of us were disadvantaged or excluded from education by schools, colleges and universities who viewed us as a problem to be solved.

Through our current business plan and onward thinking we see that working together with partners - all doing a little bit and consequently reducing the risk for this community - delivers.

Consultation and engagement is replaced by activity and participation, living feasibility studies and business plans in which we learn and build on our successes. The trend to 'scale up' and 'roll out' is rejected in favour of human scale activities that anyone can join in. In Granby 4 Streets a market stall is a place to start trading, house building is something anyone, not just developers, can do. Planting flowers is our response to the streetscape we were advised would cost millions. We are ambitious but we start things at a human scale so it's easy to join in.

As you can see being Chair isn't for the faint hearted and we welcome your interest in becoming Chair of the Granby Community Land Trust. This voluntary role allows an individual to play important and central role in the leadership and direction of the organisation and we value greatly the experience, expertise and commitment brought, without remuneration and purely in the interests of Granby and the community of Liverpool 8 that this role will bring.

This briefing pack is designed to help you participate fully in our selection and appointment process, and to assist you with providing all the information we need in order to understand how you meet the requirements of the role. We strongly advise you read these notes thoroughly before making an application.

After reading this information, we hope you will feel encouraged to apply for this role, and in doing so, give yourself an opportunity to make a significant contribution to our community.

If you would like an informal and confidential discussion about the role offered, please contact John McGuigan on John.McGuigan@nwhousing.org.uk, who will make the appropriate arrangements for you to have a discussion with the current Chair of the Board.

Granby – the story so far

The Granby Triangle, running from Upper Parliament Street, along Princes Avenue and Kingsley Road, with Granby Street at the centre, represents the historical focus of the black community in Liverpool. Before them were the merchant bourgeoisie of many countries, artisans and shipping clerks alongside waves of European immigrants, Welsh builders and office workers.

It has always been an area of historic importance whose beating heart was based upon the movement of people, markets, music and the sea. Originally an area with wide streets of Victorian terraces, with houses of varying sizes – from two-up-two down properties with doors straight onto the pavement, through to the grand five or six bedroom homes at the tip of the triangle near Princes Park.

The Granby Four Streets area is made up of the four streets at the park end of the triangle – Beaconsfield, Cairns, Jermyn and Ducie. Built on a leased-out section of Toxteth Park, this was a sedate area pre-war, where pubs, workshops and factories were disallowed. It was old fashioned, quiet, and safely conservative. The Granby Triangle and Liverpool 8 soon replaced Toxteth Park in the vernacular of the citizens of Liverpool.

Granby was home to a huge variety of nationalities. In common with its population, Granby buzzed with an international flavour. There were more than ninety shops lining Granby Street, often selling food and goods that could not be bought elsewhere. The street represented a culture that had its base in the flow of goods and people. The constant arrival of ships made Granby glorious. Commodities from around the world could be found in the international shops that lined that street.

A period of post-war demolitions at the North end of the Granby Triangle included many houses, but also some of the shop fronts on Granby Street itself - modern homes were built to replace the Victorian terraces and by the mid 70s the area had started to decline as unemployment increased. Unemployment continued to rise and, following the uprising of 1981 in Liverpool 8, life in the Granby area became increasingly bleak. More and more shops went out of business, and empty houses began to appear as people's perceptions of the area became more negative and as at least one of the main housing associations 'withdrew' from the Triangle. This became a vicious circle – more empties creating a negative narrative for the area, meant fewer people wanting to move in and more shops closing, feeding the vicious circle.

Around 1990 the area was designated a Neighbourhood Renewal Area meaning the Local Authority had the powers to compulsorily purchase and demolish homes. A red ring, drawn around the area, meant that homes immediately became unmortgageable and so the housing market in the area, from this point on, collapsed. The only buyer was the state at depressed or monopolised values compounded by the escalating blight within which the remaining properties existed. Housing Associations, required to abide by Local Authority policy, stopped re-letting homes when vacancies arose or actively decanted them. The increase in dereliction led to the establishment of the Granby Residents Association in 1993. The main aim of the GRA was to stop the demolition of the remaining streets of Victorian houses in the Granby Triangle. While another major part of their campaign was to recommend other ways to tackle the empty and derelict homes and shops involving the community.

More streets of houses were cleared in the late 90s, leaving large patches of land with no buildings at all and only a handful of shops still open. There were some successes – most notably when GRA lobbied the council and saved the neighbourhood which has now become the Four Streets. Despite this, housing associations were not willing to renovate the remaining houses, and the area stagnated, with the GRA still battling to make something happen.

Successive physical regeneration strategies and plans for the area were approved but never delivered. Revenue funds were awarded to the area from almost every government initiative going as the area scored high in the index of multiple deprivation – coming as high as second in some years over that period. It is notable that the resources didn't change the economic fortunes of the area. In later years regeneration programmes and policy initiatives began to 'avoid' the area.

2001 saw the introduction of the Housing Market Renewal (HMR) Pathfinder Programme - a scheme of demolition, refurbishment and newbuilding in areas of the country with "failing housing markets". While this was an opportunity for local authorities to renovate Victorian housing, it was more often than not used as a licence to demolish. Granby seemed to be destined for the same fate and the GRA continued to fight any proposals for further clearances.

After more than a decade and a half of campaigning, the GRA disbanded in 2007 – and it seemed that the rest of the area would be cleared under the HMR initiative. Around this time, a group of residents started planting up the streets (Guerilla Gardening) – particularly Cairns Street - with flowers in huge tubs and ivy climbing up the empty buildings. They also started a monthly community market during the spring and summer months and painted the tinned up windows of the empties with curtains and vases of flowers. They wanted to make it a better place to live, but also to remind people that we were still there. It allowed us to start taking control of our streets.

Between 2011 and 2012, several things came together at the same time which created an opportunity for something positive to happen. The incoming government brought the HMR programme to an end under their cost cutting measures – this meant withdrawing funding which had been allocated to many northern cities, but, in Liverpool's case, this at least meant that the demolition would stop. The residents formed a new campaign group, with the aim of finding a way to renovate the houses and improve the area, and Liverpool City Council put the Four Streets out to tender, hoping that one developer would take on the work. In addition, the planting, painting and market activities had started to get the neighbourhood noticed on a national scale.

The new campaign group formally constituted themselves in November 2011 and the Granby Four Streets Community Land Trust was born. We approached all of the developers whose submissions on the Four Streets had been short-listed during the tender process by the council. We wanted to make sure that our wishes were included within their proposals, and that the community would be involved. The contract for the renovation of the properties was won in March 2012 by a private company, who had promised to deliver an exciting programme of renovation with involvement of the community. However, after another six months of little or no progress in agreeing terms with them, and their near collapse covered in the press, the council withdrew their offer. It was at this stage, that the CLT was able to have an impact – there were no easy answers, none of the housing associations wanted to take the risk for all four streets and the council had no more ideas.

We wrote to the Council in November 2012, asking them to look at it differently, and to consider working with a mix of people who could deliver – the community, homes for a pound, cooperatives, housing associations – if one big redevelopment hadn't worked maybe many micro redevelopments could.

Through a Social Investor we were fortunate that we could look to develop a housing project of 10 homes that demonstrated the redevelopment of vacant homes, rather than demolition and new build, was viable. The Social Investor saw a value in time, commitment and creativity and agreed to match that with a £500,000 interest free loan. Their commitment, though not enough to deliver the homes, was a turning point. With our one investor willing to invest - others began to come to the table – money attracts money!

This approach was then supported by the Cabinet Member for Housing, now deputy Mayor, Ann O' Byrne, WHO determinedly resolved 'something should happen here'. She ignored policy and began to advocate the approach to other councillors, officers and partners and took the Homes for a £1 seriously – making 5 of them a part of the plan.

A Mutual Home Ownership Co-op was next to the table offering to raise their own resources to deliver eco-renovations on a small 5 homes scale. We were up to 20 homes!

The housing associations Plus Dane and Liverpool Mutual Homes became involved when they received Government funds for HMRI transition areas with the capacity to do more homes. The common view remained that refurbishment was not financially viable but was increasingly accepted as realisable.

Following a number of years as an activist group undertaking direct action to improve the neighbourhood, the Granby 4 Streets CLT was incorporated as an Industrial Provident Society in 2011. The CLT has over 100 members drawn from local residents and interested parties working within Granby and Liverpool 8. It is overseen by a Board of 8 members (with the Constitution allowing for 12 members) who are elected through a public AGM, with a 1/3 of them standing down every year and eligible for re-election.

The Community Land Trust's Business Plan focusses on capital and revenue projects with the potential to become viable and generate surplus in future years. The aim is to have a financially viable organisation, independent of public revenue subsidy, within 5 years. Our vision is for the shops to be owned by the local community with a range of businesses so that, even if one is unsuccessful, others can take their place and no one organisation is 'in control' of our neighbourhood.

Granby 4 Streets strategy for independence is informed by the failure of previous attempts by large organisations and Government bodies, to deliver neighbourhood management or renewal. With homes now achieving, or exceeding the cost of their refurbishment after being derelict for over 20 years, we know we can create value. However, it is not a given. We are spreading our risk - not as a financial institution or developer might, by seeking control or vacant possession, rather by involving many organisations and people and adding value through creativity and time contributions. Not by awaiting inward investors to bring us jobs, but by building and rebuilding our own economy, trading locally and globally and mixing influences to develop a unique and valuable cultural identity, as the community in Liverpool 8 has done since Liverpool became a port 800 years ago.

GRANBY 4 STREETS CLT

Purpose

Granby 4 Streets CLT was registered as an Industrial and Provident Society in 2011, taking its definition from the 2008 Housing and Regeneration Act. It is a non profit-making body, focusing its work on the benefit of the community of the Granby 4 Streets area and its surrounding area. Its objects include:

- (a) the business of acquiring, holding, developing and leasing land and property for permanently affordable housing and asset-based community development and the business of securing the maintenance, improvement and creation of:
 - amenities for the local community; and – the wellbeing of those who live and work, or want to live and work, in the local community; and
 - to enable people to build thriving, inclusive communities through the democratic ownership and stewardship of land and other assets.
- (b) the CLT also seeks, in the delivery of its objects to acquire and retain interests in land and property within the area of the local community and to actively manage such ownership to:
 - retain asset value for the benefit of the local community and ensure that the assets are not sold or developed except in a manner which the Society's members thinks benefits the local community.
 - maximise asset value for the benefit of the local community; and
 - recycle any gains made in dealing with the assets for the benefit of the local community.

People

We currently employ 4 members of staff (mix of full time and part time on freelance contracts). alongside this we have employ governance and financial management service through North West Housing Services and Housing Management from Steve Biko Housing Association.

There are currently 91 members of the CLT with the majority from the Granby 4 Streets.

Funding

We are coming to the end of a large revenue funding package from Power to Change and a key objective for the coming months is a review of the Business Plan to support a new funding application to support the CLT's core running costs.

Ongoing projects such as the Granby Winter Garden and 10 Home Project have a mix of external grant funding and loan investment that is ring-fenced to those projects. Major funders alongside the loan from our Socail Investor are Power to Change, Arts Council, Veolia, Nationwide.

Why become Granby CLT's Chair of the Board?

Fulfilling a voluntary role within the Granby CLT provides a challenging, rewarding and enjoyable chance to get involved and play an active role in something that matters to you and makes a difference to our community. And although it is strictly on a voluntary basis, will offer you the opportunity to:

- make a positive difference;
- get involved in the local community;
- use your skills and experience;
- improve personal networks and contacts;
- develop new skills and knowledge.

Prospective Chair – Essential Requirements

Although the selection of Chair of the Board is not strictly a *public appointment*, the seven principles of public life as defined by the Nolan Committee are relevant to the role. These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. In addition to these principles, we will expect the prospective Chair to demonstrate most of the following requirements and qualities:

- An ability to think strategically, focusing on major issues.
- Experience of leadership in either private or public sectors.
- Strong networking skills.
- Well established professional networks.
- Strong communication and advocacy skills.
- A readiness and ability to play a leading role in fundraising.
- Empathy with the CLTs's vision, including an appreciation for community led regeneration through creative means.
- An ability to command respect amongst regional stakeholders and national decision makers in the public and private sectors.
- A wide range of skills and professional backgrounds.

Please see the attached Person Specification in Appendix 1 for our selection criteria.

Duties and Responsibilities

Granby 4 Streets CLT is governed by a Board. The major duties and responsibilities of the organisation are described below:

Chair

- ensures that the Board functions effectively are conducted in an orderly manner;
- ensures that the Board understand their responsibilities in terms of rules and standing orders;
- ensures that the CLT plans strategically;
- ensures that the boundaries of management authority are clearly defined;
- be part of a wider re-think about how to create the most effective, radical and inclusive structures of governance and community accountability that we can;
- takes a leading role in the public representation of Granby 4 Streets CLT.

Granby CLT Board

- sets the overall strategic direction, setting policy, defining objectives and setting targets and evaluating performance;
- is active in supporting the work of the individual project groups;
- safeguards the good name and values of the organisation;
- safeguards financial stability, including approval of the annual budget and deciding on major resource issues;
- provides constructive challenge to the staff;
- approves the Business Plan;
- focuses on key issues;
- provides guidance on new initiatives.

The Board

Granby currently has 9 Board Members and experience, drawn from a diversity of occupations and backgrounds. The Board is currently chaired by Hazel Tilley.

There are a further three non voting positions for partner organisations who support the CLT and work with us on projects. Liverpool City Council are one of those support organisations.

Time Commitment and Term of Office

Taking into consideration the frequency of Board meetings (monthly), travel time, Committee meetings, training sessions, the necessity to read reports, and regular contact with staff, the time commitment is estimated at the equivalent of between two to four days per month this may be more depending on work programmes. The role of Chair is unpaid, although reasonable travel expenses are reimbursed.

Application Process

You are invited to apply in confidence by submitting your Curriculum Vitae (no more than 2 sides of A4), together with a supporting statement highlighting what you feel you can contribute to ensuring the overall and continued success of the Granby CLT by Chairing its Board in line with the attached Job Description and Person Specification as well as any other information which you think will help the Appointments Panel assess your application.

The following advice is designed to help you apply as effectively as possible:

- Study the Job Description and Person Specific information in Appendix 1.
- Visit the CLT's web site at <http://www.granby4streetsclt.co.uk/> and our social media channels.
- Study the relevant sections of this briefing pack, in order to be able to set out clearly how you feel you meet the requirements of the role.
- If you have a disability, which makes writing difficult or impossible, it is possible that the application can be completed in a different way. If you have such difficulties, please contact us.
- Please return your completed application by the closing date.

Please send your completed application, marked private and confidential, to:

John McGuigan
North West Housing Services
19 Devonshire Road
Liverpool
Merseyside
L8 3TX

Or you may email your application to John.McGuigan@nwhousing.org.uk

The closing date for applications is **8 December 2017**

Interviews will be undertaken in the New Year.

Thank you for your interest in becoming involved with Granby CLT.

JOB DESCRIPTION FOR CHAIR OF THE BOARD

RESPONSIBLE TO	The Board of Management
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SUMMARY
<p>Board members play a critical role in the success of our organisation. They, together with the Executive:</p> <ul style="list-style-type: none"> • Lead the Board in fulfilling its key functions (as defined in the governance Framework). • Ensure the Board Focuses on strategic and critical matters. • Promote the highest standards of corporate governance. • Determine and take forward the strategic objectives of the CLT. • Hold the accountability for ensuring the CLT acts within the law, with probity and concern for appropriate identification and management of risk. • Ensures the Board as a whole acts in partnership with staff. • Ensure we attract, motivate and retain the best available skilled and talented people to work for the CLT. • Act as an ambassadors for Granby 4 Streets CLT, and influence and network with our stakeholders in service of our vision.

Main Purpose
<p>To ensure that Granby Community Land Trust (CLT) is effectively governed and financially stable, thereby protecting the interests of the current and future tenants and communities in which the CLT operates and to meet the needs of other stakeholders.</p> <p>To provide leadership to the Board of Management in their role to support them to develop Business Plans and Strategies that ensure the way the CLT conducts its affairs is both consistent with its values and meets or exceeds all regulatory, legal, adopted codes of good practice and other relevant sector good practice standards.</p> <p>To play a key ambassadorial/influencing role to support the CLT in pursuit of its challenging aims and ambitions.</p>

Core Responsibilities
<ul style="list-style-type: none"> • Lead the Board in fulfilling its key functions (as defined in the Governance Documents). • Ensure that the Board focuses on strategic and critical matters. • Lead by example and demand high standards of Board member conduct. • Promote the highest standards of corporate governance. • Ensure that the organisation's affairs are conducted in accordance with generally accepted codes of performance and propriety. • Ensure that the organisation follows the recommendation of the NHF Code of Governance which are appropriate to its circumstances. • Promote effective communication. • Ensure the organisation provides role profiles and competency frameworks to board members.

- Ensure the board agrees the role of the vice chair.
- Establish a constructive working relationship with, and ensuring that the Board as a whole acts in partnership with Managing Agents and other stakeholders.
- Ensure that the Board receives professional advice where needed, either from its own staff or from external sources.
- Ensure that the Board delegates sufficient authority to its task groups, the Chair and others to enable the business of the CLT to be carried on effectively between Board meetings and ensuring that the Board monitors the use of these delegated powers.
- Taking decisions delegated to the Chair.
- Taking decisions required urgently between Board meetings with the advice of Managing Agents and where able following as wide a consultation with Board members as possible. (Such decisions to be subsequently put before the Board for ratification and recorded in the minutes).
- Manage Board meetings and general meetings.
- Ensure that the Board business and the CLT's general meetings are conducted efficiently.
- Ensure that all Board members are given the opportunity to express their view and that appropriate standards of behavior are maintained in accordance with the Code of Conduct.
- Ensure that appropriate appraisal and review mechanisms are in place for Board Members.
- Ensure that the Board is given full information to enable the Board to assess new or amended contracts of employment for senior executives.
- Ensure the Board makes proper and appropriate arrangements for its own appraisal, both as a Board and of individual Board members, including the Chair.
- Ensure that the Board makes proper and appropriate arrangements for implementing a succession plan for Board membership.
- Represent the organisation as appropriate ensuring the image and reputation of the organisation is protected and enhanced.

PERSON SPECIFICATION FOR CHAIR OF THE BOARD

Individuals are sought who have a strong empathy with our mission to act as a vehicle for safeguarding community assets and developing them for the benefit of our community in Granby. Experience, skills, and expertise in working with diverse and multicultural communities and an interest in regeneration as well as creative development, combined with an in-depth understanding of our work and ambitions are particularly sought.

The Board are responsible for the overall governance and strategic direction of the CLT, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

Experience:

- Successful experience of operating within a board in a charitable, public sector or commercial organisation as a Director, Trustee or Committee Member.
- Established reputation as a leader and strategic thinker in either a commercial, voluntary or public sector context.
- Significant experience of operating at a senior level in a strategic capacity.
- Demonstrable experience of building and sustaining strong, transparent relationships with key stakeholders and colleagues to achieve organisational objectives.
- Strong intellect and analytical ability; innovative thinker and ability to focus on the issues to be dealt with.
- A proven track record of sound judgement and effective decision making.
- A history of impartiality, fairness and the ability to respect confidences.
- A track record of commitment to promoting equality and diversity.
- An understanding of the L8 community and experience of the impact of racism.

Behavioural competencies and qualities required:

- Commitment to the organisation and a willingness to devote the necessary time and effort.
- Preparedness to make unpopular recommendations to the board, and a willingness to speak their mind.
- Willingness to be available to staff for advice and enquiries on an ad hoc basis.
- Good, independent judgement and strategic vision.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- Strategic perspective, vision and ability to work positively within a team.
- Drive and commitment and the ability to demonstrate this to others; Strong interpersonal, communication and negotiation skills and the ability to develop effective, sustainable partnerships.
- Selflessness, integrity, objectivity, accountability, openness, honesty and leadership (Nolan Principles).
- Dynamic, enthusiastic and energetic.
- Resilience and ability to make things happen.
- A willingness to devote the necessary time and effort.