



# Group Board Chair

Recruitment Pack



May 2026

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TICKELL

# Your application

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**Thank you very much for your interest in the Group Board Chair vacancy at Halton Housing.**

On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but please do take the time to read this pack carefully as it will provide you with a good overview of Halton Housing and the role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns with what Halton Housing is seeking.

**To apply, we will need the following from you:**

- **A CV.** Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- **A personal statement.** We want to hear about your motivation, why this role and why Halton Housing, you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- **The declaration form**, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs). You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

**The role closes on Thursday 11<sup>th</sup> June 2026 at 9.00am.**

Please ensure we receive your application in good time.

Do call me if you wish to have an informal discussion about the role or if you have any other questions to help you decide whether to apply.

Kind regards,

*Bill Barkworth*

**Senior Associate Consultant**  
07706 369273  
[bill.barkworth@campbelltickell.com](mailto:bill.barkworth@campbelltickell.com)

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# Contents

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|  |           |
|--|-----------|
| <b>Welcome to Halton Housing</b>           | <b>3</b>  |
| <b>About Halton Housing</b>                | <b>4</b>  |
| <b>Our Executive Team</b>                  | <b>7</b>  |
| <b>Our Board Members</b>                   | <b>8</b>  |
| <b>Group Board Chair role profile</b>      | <b>11</b> |
| <b>Key terms and conditions</b>            | <b>14</b> |
| <b>Key dates and the selection process</b> | <b>15</b> |
| <b>The media advertisement</b>             | <b>16</b> |



# Welcome to Halton Housing

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Thank you for your interest in our upcoming Chair vacancy. We know non-executive candidates are rightly discerning about which organisation they choose to join. We think Halton Housing is a special place, and we hope you will too. This pack has been prepared to provide further information about Halton Housing and the role and give you a flavour of what Halton Housing is and the kind of person we are looking for.

**Improving People's Lives** – is our purpose. We are more than just a landlord. We are committed to revitalising the communities we serve, whether that's environmental improvements, providing health and employment opportunities or other forms of support. For our customers, access to a decent, safe, affordable and energy efficient home is often the start of their journey with us.

Over the last few years, the impact of a more challenging strategic environment with economic uncertainty, statutory and regulatory changes, and changing customer expectations has brought ambiguity and complexity – our new Chair will need to navigate these and other emerging issues and provide support and challenge to the Board and Executive through strategic debate and decision making.

So, what are we looking for in our new Chair?

We want someone who can champion our purpose and values and has a good understanding of the strategic landscape for housing providers, with a good knowledge and insight into regulatory compliance and excellence in governance. We have a well-balanced and ambitious Board who will look to you to provide vision, energy and a naturally collaborative style that gets the best out of your colleagues, bringing clarity and focus to all that the Board does.

This is a great time to join us. You will be replacing our long serving and highly respected colleague, Clive Deadman, who leaves Halton Housing in a good place - well governed, financially strong, ambitious and confident about the future. Although a new chair will mean change for us you can be assured of a warm welcome from our Board and Executive colleagues as we continue in our shared approach to growth and the delivery of high quality housing and support services that make us a landlord of choice across our region.

I hope that we inspire you to consider this opportunity further. As you will read there are several opportunities to meet us and some of our colleagues throughout the process, but please do your own due diligence, ask others what they think of us and speak to our retained consultants – Campbell Tickell. I am confident that you will see and hear good things about us.

We look forward to hearing from you.

*Jennifer*

**Jennifer Halliday**  
Vice Chair

*Sam*

**Sam Scott**  
Group Chief Executive

# About Halton Housing

We are an award-winning housing association that owns and manages over 7,000 homes across Cheshire and the Northwest. Our purpose is Improving People's Lives, by supporting customers to live a fulfilled life, in a safe home, within a thriving community. In addition to quality homes, we also provide a range of services designed to support customers throughout their tenancy - whether that's renting, shared ownership or outright sale. As an anchor organisation, we are committed to building new homes and supporting our communities.

Since 2022 we have built 334 new homes including the delivery of 'Hazlehurst' in Runcorn our biggest ever independent living scheme, with 100 apartments. Over the three-year period 2025 – 2028 we plan to deliver around 300 new affordable homes.

We believe that having a safe, well-maintained home in a community to be proud of, is the platform to a healthy and fulfilled life, and to support this, we invested over £19m in our existing properties last year.

As one of the largest employers in the borough we employ around 300 talented people who are the heartbeat of our organisation. We have effective working relationships with a range of partners across Halton and beyond.

**Our Corporate Plan 'Our Future Focus: 2025 – 28'** outlines our vision for the future and our commitment to our customers and our communities. This plan sets out where we want our focus to be – on providing and maintaining quality homes and investing in thriving communities, with strong values that underpin our ambition.

## Our priorities

'Our Future Focus: 2025-28' is built around five key priorities that will steer our efforts and initiatives over the coming years. We're confident that these are right for us because our customers, colleagues and partners have told us that these are the things that really matter to them.

Our priorities are:

- Quality Homes
- Excellent Services
- Thriving Communities
- Great People
- Strong Business

More information about Halton Housing can be found at [www.haltonhousing.co.uk](http://www.haltonhousing.co.uk).



# Our Values & Behaviours

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What we deliver is incredibly important – but how we go about our work is what makes us Halton Housing. So, to underpin and guide our behaviours, our attitudes and our actions we have developed our values:



## We are Honest.

We will:

- Do what we say we will
- Communicate effectively
- Challenge appropriately
- Own and explain our decisions and actions



## We are Dynamic.

We will:

- Adapt and embrace change
- Deliver with a 'can do' attitude
- Listen, learn and act to improve
- Work together to get the job done



## We Care.

We will:

- Value diversity
- Show empathy and kindness
- Empower and trust each other
- Respect others' feelings and opinions



# Our Executive Team

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**Sam Scott**  
Group Chief Executive

Sam joined Halton Housing in October 2022 and provides overall leadership of the organisation.



**Neil McGrath**  
Deputy Group Chief Executive & Chief Financial Officer

Neil leads the business services functions, growth, finance as well as our commercial arm, OSUK.



**Debbie Trust-Dickinson**  
Chief Operating & Transformation Officer

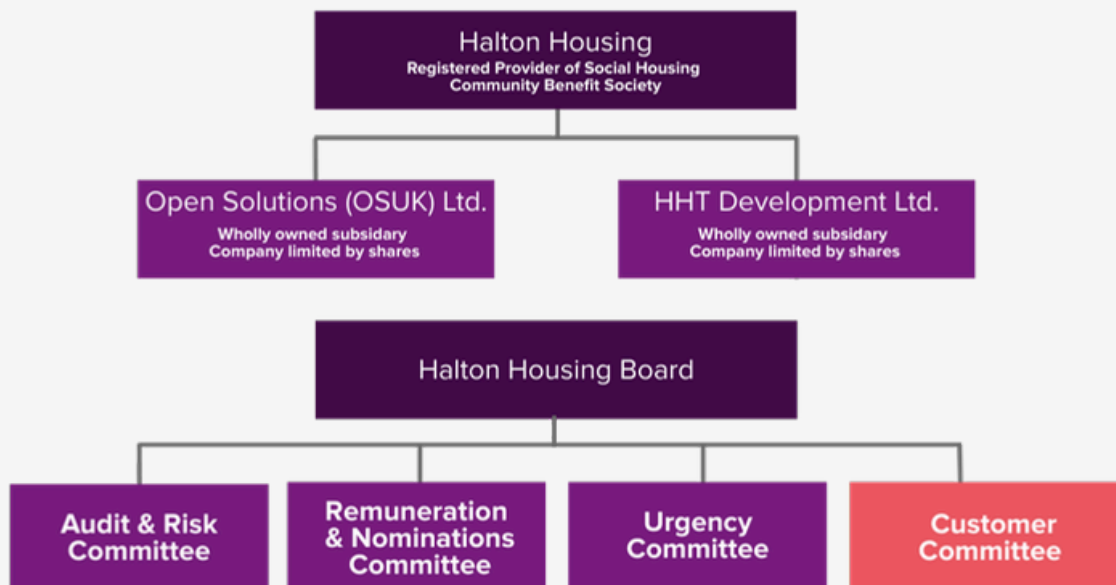
Debbie leads the business functions for customer, homes, IT, digital, brand and transformation.



# Our Board Members

The Halton Housing Board is ultimately responsible for delivering our purpose of Improving People's Lives. They work together as a team to make decisions on a wide range of issues that contribute to the delivery of this purpose.

This is the governance structure at Halton Housing:



**Professor Clive Deadman**  
**Group Board Chair**

Clive has a background in engineering and private equity, and he has held senior leadership roles for over 20 years in a range of utilities and infrastructure companies. Clive holds several other non-executive positions and brings extensive experience from within the social housing sector, the NHS, the Ombudsmen, and a range of other performance driven not-for-profit organisations. He is also a Professor of Energy & Water at Cranfield University. He has recently published a new book, Risk, Opportunity & Performance: The Art of Taking Worthwhile Risks. Clive serves on the Remuneration and Nominations Committee.



**Jennifer Halliday**  
**Vice Chair**

Jennifer has over 30 years of executive experience leading finance and risk teams operating in both manufacturing and financial services industries. She is currently CFO at Wienerberger for the UK and Ireland. Wienerberger is the world's largest producer of bricks and supplies construction products and services to the housing construction market. She also works with Manchester Business School where she is member of the North West Productivity Forum, part of the Productivity Institute working with business and government with a focus on education and skills and also part of the North American board of Manchester University. Jennifer serves on the Audit and Risk Committee.



**Ian Hayhoe**  
**Board Member and OSUK Board Chair**

Ian is well-known within the business community of Halton. Ian brings over 25 years' experience in the telecoms and financial services sectors to the Board. Ian provides management consultancy, alongside roles as non-executive director for Durham Lane, and Chair of the Halton and Widnes Chamber of Commerce and Enterprise. Ian serves on the Audit and Risk Committee and is Chair of HH's commercial subsidiary, OSUK.



**Leigh Wylie**  
**Board Member and Audit and Risk Committee Chair**

Leigh is a Chartered Accountant and has held senior leadership roles for over 20 years across a range of large financial services organisations. Leigh brings extensive experience in finance, risk management and audit, gained in a highly regulated sector. Leigh's current role as Chief Internal Auditor within the insurance sector includes providing oversight to the Board and Audit Committee in protecting the assets, reputation and sustainability of the organisation, as well as providing oversight and challenge to the leadership team. Leigh brings a breadth of experience across financial, customer, regulatory and operational risks as well as transformation oversight.



**Jo Fallon**  
**Board Member and Remuneration and Nominations Committee Chair**

Jo is an experienced housing and property development professional with over 20 years' of working for registered providers, local authorities and developers. During this time, Jo has spent several years at senior leadership level overseeing the delivery of affordable homes, strategic asset management, sales and lettings. Jo is currently Director of FLN Development Solutions, a housing development and regeneration consultancy working with the RP and private sector. Jo has previously chaired the Cheshire and Warrington Housing Alliance and was the former Vice-Chair of Imagine Independence, a Liverpool-based mental health charity.



**Marie Wright**  
**Board Member**

Marie is currently the Halton Borough Council's Executive Board Member for Health and Well-being; she is also Chair of Halton's Health and Well-being Board. Marie has volunteered in the community for over 35 years helping to develop Credit Unions and Food Co-ops, she is passionate about all aspects of housing, especially homelessness and tenant issues.

She is also a Trustee of Nightstop Communities North West. Marie has worked as a Training Co-ordinator/Tenant Support Officer with young people in homeless projects and is currently the member responsible for Homelessness on HBC. Marie was Chair of Halton Tenants Federation for 10 years. Marie serves on the Remuneration and Nominations Committee.



**Sharon Pennington**  
**Board Member and Customer Committee Chair**

Sharon is an experienced housing professional who has worked within the social housing sector for over 30 years. She is currently Assistant Director of Housing and Communities at Cobalt Housing. Sharon is passionate about delivering person-centred services to customers and ensuring that the voice of the tenant is heard, listened to and acted upon.



**Ian Gardner**  
**Board Member**

Ian has undertaken a range of strategic and operational roles within the housing and construction sectors for over 20 years. He has progressed via technical engineering positions and senior management posts to become a strategic leader in social housing. He has extensive experience in leading large complex housing organisations – including succession planning and developing apprenticeship & graduate programmes – as well as leading in-house repairs and maintenance organisations, delivering strategic asset management and major investment programmes and implementing new building safety and asset compliance arrangements. Ian also has wider non-executive board member experience in organisations across the midlands and previously held the position of Chair of the Audit & Assurance Committee at a large RP. Ian holds a number of technical and leadership qualifications, has a Masters Degree in Construction Project Management and is a Chartered Member of both the Chartered Institute of Building and Chartered Institute of Housing. Ian serves on the Audit and Risk Committee.



**Gill Brown**  
**Board Member**

Gill is the Deputy Chair with Mersey and West Lancashire Teaching Hospitals NHS Trust, Board member with Jigsaw Homes Group (JHG) and Chair of Jigsaw Support, a subsidiary of JHG. Previous roles include governing body member for NHS Southport and Formby Clinical Commissioning Group and Chief Executive for Healthwatch Lancashire. Gill has also had over 30 years' experience of working in the NHS in a variety of clinical, research and board roles. Gill serves on the Remuneration and Nominations Committee.



**Sally Yeoman**  
**Board Member**

Sally is currently the CEO of Halton and Saint Helens Voluntary and Community Action, which supports over 2,500 charities and community groups across Halton and St Helens. With over a decade of NHS board level experience, including a Senior Independent Director at Bridgewater Community NHS Foundation Trust, Sally brings expertise in governance, regulatory oversight and strategic leadership, alongside deep local networks, and commitment to community development. Sally is a passionate advocate for the voluntary sector, holding key roles including chair of voluntary sector NW, Vice Chair of VS6, and Board member at the Saints Community Development Foundation. Sally was awarded an MBE in the 2022 Queen's jubilee honours list for her services to the community. Sally serves on the Customer Committee.

# Group Board Chair role profile

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**Accountable to:** Halton Housing Group Board

## Role purpose:

The primary responsibility is to provide strategic leadership, direction and oversight to ensure the achievement of Halton Housings (HH's) purpose, priorities and initiatives, whilst upholding our values. You will guide the Board in setting and refining strategic objectives, promoting organisational resilience, upholding the highest standards of good governance and enhancing the positive impact of HH's initiatives on customers, communities and our wider stakeholders.

## Key responsibilities:

- **Strategic leadership:** Lead the Board in aligning with HH's strategic priorities and values, ensuring that all decisions and actions contribute to the organisation's purpose.
- **Support and challenge:** Collaborate with and provide support to the executive team while also constructively challenging them to achieve organisational goals effectively.
- **Customer focus:** Champion the interests and needs of HH customers in all decision-making processes, ensuring the delivery of a high-quality customer experience and that positive customer and community impact remains central to organisational initiatives.
- **Governance:** Ensure adherence to the terms of reference for the Board and the requirements set out by regulatory bodies. Maintain oversight of arrangements and processes across the governance structure to ensure effectiveness, whilst fostering a culture of transparency and accountability.
- **Financial stewardship:** Oversee financial matters, ensuring that actions and decisions remain within the approved budget while maximising the organisation's financial sustainability.
- **Risk Management:** Ensure the Board regularly reviews major risks and opportunities and that structures are in place to take advantage of opportunities and to manage and mitigate risks.
- **Recommendations and advice:** Provide recommendations to the Board based on informed analysis and insight, offering guidance to other committees as necessary.
- **Strategic partnerships:** Forge strategic partnerships and collaborate with external organisations and stakeholders to enhance HH's profile, capacity and to leverage resources and maximise impact.
- **Performance evaluation:** Regularly evaluate organisational performance, identifying areas for improvement and making recommendations for enhancement. Conduct the appraisals of the Group Chief Executive and Board Members.



- **Transparency and equity:** Promote openness, transparency, equality, diversity and inclusion in all interactions with stakeholders and customers, demonstrating a commitment to ethical conduct.
- **Code of conduct:** Uphold the highest standards of integrity, professionalism and confidentiality in line with the organisation's Code of Conduct and best interests.
- **Effective contribution:** Lead meetings, actively contribute to discussions and encourages contributions from others. Ensure well-informed and transparent decision-making through continuous learning and development.
- **Capacity and team building:** Actively support the development of Board members, recognising their skills and experience to enable them to maximise their contribution. Ensure that the Board possesses the necessary skills, resources and commitment to fulfil its role effectively, with a focus on continuous improvement. Enable the Board to operate as a cohesive team through promoting a culture of openness, respect and constructive challenge.
- **Ambassadorship:** Act as a prominent ambassador for HH, promoting its purpose, priorities, values and achievements to customers, stakeholders and the wider community.

No Board role profile can cover every issue which may arise. As such, the postholder is expected to be flexible in carrying out the role requirements.



# Group Board Chair specification

## Experience and Knowledge:

Proven leadership experience at a strategic leadership level within a customer facing organisation.

- Prior Board member or Chair experience with detailed understanding of good governance principles.
- Knowledge of the requirements of operating within a regulated environment.
- Experienced at leading strategic debate, encouraging inclusive discussions and consensus-based decision-making.
- Commitment to equality, diversity and inclusion, with a track record of fostering inclusive decision-making processes.
- Financially astute, with good business acumen and insight into risk and assurance frameworks.
- Understanding of and commitment to the purpose of social housing with an ability to champion its impact and ensure the customer voice is central to decision-making processes.
- Experience of being an organisational ambassador, including managing a matrix of stakeholder relationships.

## Skills and abilities:

- Exceptional communication skills: can be persuasive, with the ability to engage and influence diverse stakeholders.
- Strategic thinking and analytical acumen.
- Capability to translate vision into actionable plans and initiatives.
- Ability to foster a team spirit by role modelling collaborative working.
- Is IT literate, used to working with electronic information and across digital platforms.

## Personal attributes and behaviours:

- Resilience, adaptability and emotional intelligence to navigate complex challenges and maintain composure under pressure.
- Integrity, ethical conduct and a commitment to upholding the highest standards of professionalism and accountability.
- Dedication to the purpose, priorities and values of HH, with a genuine passion for making a positive difference to the lives of our customers and our communities.

Has the necessary time commitment and capacity for the role.

# Key terms and conditions

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## Remuneration:

£12,800 per annum

Reasonable expenses incurred in fulfilling your role will also be reimbursed.

## The appointment:

The term of office would usually be two three-year terms, up to a maximum of six years.

## Time Commitment:

Chair: 3 to 4 days per month.

This includes 7 scheduled Board meetings, committee meetings, strategic Board events, single issue briefings, training, and induction, reading and preparation for Board meetings, and occasional attendance at our customer and other stakeholder events.

You may be required to devote additional time particularly when the organisation is undergoing a period of increased activity. At certain times it may be necessary to convene additional Board, Committee or general meetings which will be done in accordance with the Constitution.

## Location:

Halton Housing adopts a flexible approach, using a combination of virtual and in-person Board meetings. In-person meetings will be held at: Waterfront Point, Warrington Road, Widnes, WA8 0TD.



# Key dates and the selection process

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## Closing date | Thursday 11<sup>th</sup> June 2026 | 9.00am

We will be in touch with you to let you know the outcome of your application by the end of week commencing 22<sup>nd</sup> June.

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## First Stage Interview | Wednesday 1<sup>st</sup> July 2026 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel, Bill Barkworth, Senior Associate Consultant and Deb Bannigan, Senior Associate Consultant.

## 121 Meeting (c30mins) | Wednesday 8<sup>th</sup> July 2026 | via Teams

An early opportunity to meet with Sam Scott (Group Chief Executive) and Jennifer Halliday (Vice Chair).

We will be in touch to let you know the outcome of the first stage by Thursday 16<sup>th</sup> July. If you are shortlisted for the role, we will ask you to complete a S&H's Leadership Questionnaire.

## 121 Meeting (c30 mins) | Friday 17<sup>th</sup> July 2026 | via Teams

An opportunity to have a conversation with Clive Deadman our current Group Board Chair.

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## Final interviews | Monday 20<sup>th</sup> July 2026 | In-person | Waterfront Point

Shortlisted candidates will be interviewed by a panel chaired by Jennifer Halliday (Vice Chair) and includes Sam Scott (Group Chief Executive), Jo Fallon (Remuneration and Nominations Committee Chair) and Sharon Pennington (Customer Committee Chair). Bill Barkworth (Senior Associate with Campbell Tickell) will also be in attendance.

You will also be asked to make a short presentation at the beginning of the interview.

There will also be an opportunity to meet the Executive Team and some representatives of Halton Housing's customers.

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***If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.***

## Media advertisement

### Group Board Chair

£12,800 pa

3 to 4 days per month

Widnes



### Improving People's Lives.

We are an award-winning housing association that owns and manages over 7,000 homes across Cheshire and the Northwest. Our purpose is Improving People's Lives, by supporting customers to live a fulfilled life, in a safe home, within a thriving community. In addition to quality homes, we also provide a range of services designed to support customers throughout their tenancy - whether that's renting, shared ownership or outright sale. As an anchor organisation, we are committed to building new homes and supporting our communities.

As part of our Board succession plan, we are looking for an exceptional individual to lead our Board and to help shape our strategic direction and growth. We have a strong Board that is well balanced in terms of experience, so we don't need to be prescriptive about your professional or sector background, but what will be important is a good understanding of the strategic landscape for housing providers and knowledge and insight into regulatory compliance and excellence in governance.

What will also mark you out is the ability to provide focus, support and challenge with a naturally collaborative style that gets the best out of people. Ideally you will have chairing experience, but we are happy to consider experienced board members looking for their first chair role.

If you meet our requirements, and our purpose and values resonate with you, then do find out more.

**For a confidential discussion please contact Bill Barkworth, at Campbell Tickell:**  
[bill.barkworth@campbelltickell.com](mailto:bill.barkworth@campbelltickell.com) to book a time for a conversation or call 07706 369273.

You can download a job pack at [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

**Closing date: Thursday 11<sup>th</sup> June 2026 at 9.00am.**

# CAMPBELL TICKELL

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