

Let's  
**work**  
**grow**  
**care**  
**flourish**  
together.





# Welcome to Livv Housing Group

We're Livv Housing Group, an independent housing association providing quality homes and support for our customers and communities, with a focus on social impact.

We work collaboratively to achieve a common goal: to bring people and neighbourhoods together to create better opportunities to grow, develop and thrive. Each of our colleagues has a role to play to achieve our ambitions and we're delighted you're interested in becoming our new Group Chief Executive.

We own and manage around 13,000 homes across Liverpool City Region and the North West, providing safe and warm homes for our 28,000 customers.

We work alongside our customers and local, regional, and national partners to be the provider of choice for great homes and much more. This means helping people with challenges that they face like the cost of living, employment, health and wellbeing. We're here to help people live happy, successful and fulfilled lives in diverse, welcoming places where they want to stay.

You'll be in good company as we have around 520 colleagues across the business. Wherever we work, what brings us together is that we love to create places where people can flourish. We want Livv to be that place for you. A place with **opportunities to grow**. Where we respect you for **who you are** and support you to **make a difference, your way**.

Because we're Livv, together.

## Our business

### Livv Housing Group

Livv Housing Group is an independent housing association, and is the parent company of the group, registered with and regulated by the Regulator of Social Housing (RoSH).

### Livv Homes

Livv Homes builds quality new homes and aims to provide a world class service to our customers.

### Livv Maintenance

Livv Maintenance provides a range of property repair and facilities management services to Livv Housing Group.

### Livv Investment

Livv Investment is all about providing finance for social impact.

## A word from our Chair, **Philip Raw**

Thank you for your interest in the role of CEO at Livv.

As Chair for the past six years, I've had the privilege of overseeing Livv's transformation from a G3 business to a proud G1/V1 organisation - an achievement that speaks to our strength, resilience, and ambition. Now, with the impending departure of our current Chief Executive Léann Hearne, we have a unique opportunity to welcome a new leader with the vision to drive Livv's continued success, expertly navigating a dynamic sector and an evolving economic and political landscape.

Livv Housing Group is a forward-thinking, well-run housing association with big ambitions. Thanks to the remarkable leadership of Léann and our Executive team, we have built a strong, sustainable, and highly respected organisation that is dedicated to making a lasting impact. Our successes speak for themselves: maintaining our V1-G1 rating for three consecutive years, winning 15 prestigious awards for our work in communities, and earning recognition for our contributions to social impact and net zero initiatives.

But our true strength lies in our people—talented, motivated professionals who live our values every day and work hard to deliver safe, high-quality homes and exceptional customer service.

As our next Chief Executive, you will bring extensive leadership experience, the ability to inspire and empower colleagues, and the skills to forge strong relationships with key partners. You will be truly visionary, ensuring our reputation remains strong across the

sector and driving meaningful operational and cultural change. You'll be energised by leading a high-performing team and helping them fulfil their potential while steering our ambitious vision forward.

At Livv, we never stand still. We know that there's always more to achieve, and we're determined to keep building on the momentum we've created. That's why your leadership at this pivotal moment will be critical to our future growth, innovation, and ability to navigate both challenges and opportunities ahead.

This is an exciting time to join us – as CEO, you will be instrumental in shaping our next Corporate Plan, defining our strategy for the coming years and charting our path beyond 2025. The impact of your leadership will be profound—not just for our organisation, but for the communities we serve.

Livv offers a clear sense of purpose, a strong reputation, and an incredibly bright future. As CEO, you'll have the chance to shape that future, working alongside our Board, colleagues, and customers to make a lasting difference. If you're looking for a leadership opportunity where you can drive real change, create positive impact, and build thriving communities, we'd love to hear from you.



A handwritten signature in black ink that reads "Philip M. Raw".

**Philip Raw**  
Chair

# Purpose, mission and values

## Purpose

Unlocking potential and giving people and communities opportunities to flourish.

## Mission

Working together with our partners we will be the provider of choice for great homes, support and services.

## Values

The values that motivate and drive us are:



### Making a difference daily

We invest in our people, our customers and in the creation of a fairer society.



### Positively open

We're open to feedback at all times, as we strive to deliver a first-class customer experience.



### Forging the right way

We're creating an inspiring road which others will want to follow.



### Together as one

Our teams work on another level of cohesiveness to enable us to deliver better outcomes.

# Doing more

Reflective of 2023/24 figures set out in our annual report

We spent  
£18.27m on  
repairs and  
maintenance  
in our homes



We invested  
£32m in  
improvements  
and safety in  
our homes



We provided  
more than  
520 jobs



We helped  
7,299  
people to  
undertake  
training



We built 270  
new homes

Our activities  
generated more than  
£65.5m in social value



We supported  
2,606 people to  
improve their  
mental health  
and wellbeing



We helped to  
secure £2m  
in additional  
income for  
customers



# Governance structure

**Common Board** - 10 Non-executive Board members / 2 Executive members

**Customer Services Committee** - 4 Common Board members / up to 2 independent members - *Monitors the ongoing quality of services provided to customers through the review of operational performance, customer feedback and customer service standards.*

**Quality Improvement Panel** - 12 customer members  
*Provides an assurance, co-regulatory, scrutiny and service improvement oversight role that is customer led and representative of our communities.*

**Audit & Risk Committee** - 3 Common Board members / 1 Independent member - *Responsible to the parent Board for both internal and external audit issues, business assurance, risk management oversight and internal control systems.*

**Remuneration & Nominations Committee** - 3 Common Board members - *Oversees succession planning and recruitment for the CEO and Executive Team, the Boards succession plan and Board Member recruitment, together with the remuneration of Non-Executive Board Members.*

**Business Development Growth & Investment Committee** - 2 Common Board members / 1 Independent member - *Scrutinises and recommends to the Board, business development, growth and investment opportunities. It reviews the business cases for proposed projects and programmes including the review of risks and returns associated with the proposal.*

**First Ark Social Investment Board** - 1 Common Board member / 2 Executive directors - *Operating as Livv Investment. A Special Purpose Vehicle to deliver a single social investment fund, 'Invest for impact'.*

**Livv and Flourish Committee** - 2 Common Board members / 1 Independent member - *The Livv and Flourish Committee distributes a social investment fund which supports the growth and sustainability of social impact organisations in Livv's communities.*



# Meet our Board

## Non-Executive Directors



Philip Raw  
(Chair)



Steve Agger  
(Vice Chair)



Nicola Waterworth



Anthony Deakin



John Ray



Ann Gibbons



Claire Postlethwaite



Jonathan Westhoff



Andy Gamble



Eleanor Bowden

## Executive Board Members



Howard Roberts

# Meet our Executive Team



Sharon Marsh  
Executive Director  
of Customer  
Insight



Howard Roberts  
Executive Director  
of Finance, Risk &  
Performance



Helen Ward  
Executive Director  
of Resources



Laura Johnson  
Executive Director  
of Property

# The role

## Group Chief Executive

We're looking for a Chief Executive Officer to oversee the strategic and operational success of Livv Housing Group.

Ideally, you'll have a blend of visionary leadership, strategic thinking, adaptability, and effective communication skills, along with a focus on building strong relationships and fostering a culture of innovation and continuous improvement across Livv.

You'll be proactive, engaging and exceptionally resilient. Joining a forward thinking organisation and supported by a strong Executive Team, you'll be an advocate for our customers and colleagues.

### Department

Overall responsibility for all Executive Directorates, functions and teams across the Group

### Reports to

Group Board Chair

### Directly responsible for

- Executive Director – Finance, Risk & Performance
- Executive Director – Resources
- Executive Director – Customer Insight
- Executive Director – Property

Overall responsibility for all Directorates and functions across the Group.

### Overall team/department purpose

The Group comprises the 4 Executive Directorates as referenced above, with all organisational functions and teams reporting into them. The Group Chief Executive has overall responsibility for these as the most senior executive post holder for the Group. .

### Key role priorities

This role is responsible for the provision of overall strategic leadership and direction to proactively develop and maximise the performance of all Directorates across the Group. This involves ensuring that the most effective and innovative strategies are continually in place which are aligned with the Group's Vision, Values and Corporate Plan and developed to facilitate and enable synergy in strategies in place across all Directorates. As the most senior member of the Executive Team, the holder is responsible for determining, with agreement from the Group Board, long term Group wide Corporate Strategy.

Specifically, the role involves ensuring the most effective overall leadership to the Executive Team which enables the Group to develop and deliver its Vision in accordance with overall organisational objectives and in line with all relevant regulations, statutes and legislation and ensures the Group's success, growth and development. The holder is responsible for leading on the development and implementation of the Group's strategic goals, objectives and financial plans.



## Key working relationships

The role holder line manages the Executive Director level posts across the Group and is required to demonstrate aspirational leadership and to act as overall ambassador for the organisation both internally and externally. The role involves collaborating with the Board to develop and deliver long term plans for the organisation, and liaising with a broad range of external stakeholders to ensure the delivery of business benefits and ongoing success. The role leads on driving overall Group performance through all of its people.

## Main duties and responsibilities

- Collaborate with, and provide strong leadership to, all Executive Directors - coaching and developing the Executive Team to build and maintain cohesive teams across the Group and building capacity and capability across all functional areas.
- Collaborate with the Group Board to agree overall long term Vision and strategic direction for the delivery of services across all Group Directorates.
- Ensure the financial viability of the Group and a credible brand image in the external market.
- Lead and maintain a Group culture of high performance, accountability, empowerment and innovation, inspiring all teams to delivery excellent customer service and maintaining high levels of engagement.
- Oversee compliance to all statutory and regulatory requirements and facilitate most effective and efficient operations for the Group with particular regard to aspects such as customer satisfaction and Value for Money.
- Work with all Executive Directors to determine innovative approaches to driving and achieving overall Group performance and results.
- Identify and drive development and growth opportunities.
- Lead Groupwide transformation agendas and cultural change programmes.
- Identify, develop and maintain positive external partnerships with a broad range of external stakeholders such that an external network is maintained which acts to add ongoing value to the objectives of the Group and key partners are in place to influence and drive relevant external agendas.
- Ensure, and facilitate where appropriate, the delivery of agreed financial targets and KPIs for activities across Directorates which directly contribute to the achievement of the Group's overall Corporate Plan and longer term Vision and goals.
- Provide leadership and challenge to Executive Directors across the Group to drive customer excellence and overall performance and act as an ambassador to all employees and customers.
- Deliver a range of social outcomes underpinned by solid commercially based foundations.
- Drive commercial activities that enable positive social value.
- Formulate and quantify social value for the Group.
- Proactively identify strategic business risks and work with Executive Directors and other stakeholders where appropriate to develop plans to mitigate or eliminate these.
- Work closely with the Group Board, ensuring ongoing positive working relationships between the Executive and Board members and Committees and overall compliance with all Group governance requirements.
- Complete any other activities as commensurate with the level and nature of the post as delegated by the Group Board Chair.

## Key measures of success

- The Executive Team is led and developed so as to most effectively deliver on all business plans.
- All strategic and operational objectives and KPIs across all Directorates and functions are met or exceeded, this including customer experience and satisfaction and employee engagement scores whilst also achieving agreed financial results.
- Strong relationships and partnerships are developed and maintained with external bodies and stakeholders, including regulators.
- All transformation programmes are delivered in line with agreed timelines, objectives and budgets.
- Group Board relationships and agendas are shaped so as to ensure strategies and overall Group direction are appropriately discussed and agreed, with the Executive and Board members collaborating to formulate the most effective plans and with all governance adhered to.
- All business risks are identified in a timely and effective manner and minimised or eliminated accordingly.
- All Group level data and insight from across all Directorates and functions is most appropriately interpreted in order to best inform service delivery and priorities.
- All opportunities for business development and growth and other new initiatives are identified and managed/realised so as to provide greatest benefit to the Group and its customers.
- The overall capacity and capability of the Group is continually improved and brand equity in the market place increased.
- Robust assurance is provided to the Board that all statutory and regulatory compliance is being continually achieved.
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## Living our values

Livv's a place with opportunities to grow. We believe in empowering you to make a positive impact in your own unique way. Our values embody what matters to us and show what it means to be Livv, together:

### Making a difference daily

We invest in our people, our customers and in the creation of a fairer society.

### Positively open

We're open to feedback at all times, as we strive to deliver a first-class customer experience.

### Forging the right way

We're creating an inspiring road which others will want to follow.

### Together as one

Our teams work on another level of cohesiveness to enable us to deliver better outcomes.

Each one of us

- listens to our customers and makes their needs a priority
- is committed to equality, diversity and inclusivity
- takes a flexible approach and works where we're needed
- follows health and safety guidelines to keep ourselves, colleagues, and customers safe
- helps reduce risks by proactively communicating any potential issues to our line managers
- protects sensitive information by safeguarding customer, colleague and third-party data
- is guided by our policies, procedures and social aims
- is dedicated to continual learning and taking ownership of our personal and professional development.

# Person specification

E - Essential criteria / D - Desirable criteria

## Education and qualifications

- Degree level education and/or professional qualification in a relevant / business management related discipline or a very significant level of relevant senior level experience (E)
- MBA or other relevant managerial/business/professional qualification (D)

## Experience

- Significant evidence of successful experience of inspirational corporate leadership (E)
- Significant experience at Executive / Director or CEO level in a housing/similar regulated environment (E)
- Extensive experience of delivering business wide transformational change, ensuring cultural impact is most effectively managed (D)
- Experience of corporate leadership in a Group structure (D)
- Evidence of developing profitable strategies and implementing a Vision (E)
- Highly accomplished at delivering performance improvement in a complex, regulated environment (E)
- A demonstrable record of working with non-executive Boards (E)

## Skills, knowledge and ability

- A strong understanding of corporate governance, finance and delivering financial and budget performance improvement at organisational level (E)
- Proven ability to determine strategic direction for a whole organisation (E)
- Ability to lead on Group wide strategic and long-term planning (E)
- A highly developed understanding of the issues and challenges faced by the social housing sector (E)
- Excellent stakeholder and relationship management skills at all levels across the Group and externally (E)





- Ability to influence and network across the sector at national level (D)
- A very highly engaging communicator with the ability to convey challenging messages in an appropriate manner both across and external to the Group (E)
- Highly confident in challenging other senior level role holders and influencing at Board level to determine Group direction and achieve all elements of the Corporate Plan (E)
- Proven ability to proactively oversee decision making based on high levels of information and critical analysis across all functional areas of the Group (E)

### Personal characteristics

- Extremely creative and commercially astute with a highly innovative and results focused approach (E)
- Inspirational leadership style across Groupwide operations at all levels (E)
- Proven commitment to delivering an excellent customer focused service on a continually improving basis (E)

### Other

- Ability to travel independently to a range of locations (E)
- Flexible approach to hours worked, including willingness to attend evening or weekend meetings where required (E)



# The rewards

We offer a range of benefits and rewards designed to help you, and your loved ones, flourish. It's important to us that you have a great work life balance, and we've a range of benefits to ensure that all colleagues are supported.



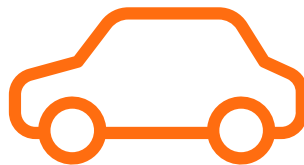
Flexible working hours



Generous holidays



Pension scheme



Car allowance



Wellbeing support



Medicash



Life assurance





# How to apply

Thank you for your interest in this role.

In order to apply you should submit:

- an up-to-date CV which shows your full career history – we recommend that this is no longer than three pages.
- a supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the role specification – we recommend that this is also no longer than three pages.

Applications must be received by 8 June.

Email applications to [judith.wilkinson@livvhousinggroup.com](mailto:judith.wilkinson@livvhousinggroup.com)

If you wish to have an informal discussion about the role and the organisation, or if you have any other questions to help you decide whether to apply please contact:

Jude Wilkinson – Director – People  
[judith.wilkinson@livvhousinggroup.com](mailto:judith.wilkinson@livvhousinggroup.com)

## Key dates and application process

Applications close: 8 June

Interviews 17 - 19 June



