



Recruitment pack

Board members

August 2017



Your application

Dear applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process, to assist you in completing and tailoring your application. 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 person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: guinness@campbelltickell.com.

Applications must be received by 12 noon, on Tuesday 29th August 2017.

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07944 411484 or 020 3434 0990.

Kind regards

Mark Glinwood

Mark Glinwood, Senior Recruitment Associate

Contents

Welcome to Guinness Care	3
About Guinness Care and The Guinness Partnership	4
Guinness Care people	6
Role profile	9
Person specification	11
Organisational structure	12
Principal terms	13
Key dates and selection process	14
Media advertisement	15

Welcome to Guinness Care

I am so pleased that you are considering this opportunity to join the Board at Guinness Care. We are part of an organisation with an extraordinary legacy - The Guinness Partnership has been providing affordable homes for more than 100 years. So these are unique leadership opportunities to be a part of something special.

Guinness Care is a national provider but we place a high value on local service delivery and management. We are committed to providing high quality care and support services, largely for older people and people with disabilities; and we also run a foyer in Sheffield for young people. As one of England's largest providers of housing for older people we are well positioned to campaign and have policy influence. We were instrumental in contributing to the UK's dementia friendly housing charter, published in March this year. Dementia is one of the biggest challenges for our society, and at Guinness Care we know how crucial it is to be able to support people to stay in their homes for as long as possible, and for there to be good quality and caring options for people when that is no longer possible.

Care and accommodation for older people and how it is delivered and funded, remains on the public's and our agenda. We have an important role to play in ensuring that the debate is well informed and evidence based. We do that by continuing to deliver a range of personalised services and tailored support. We have more than 1000 staff and they do a fantastic job in delivering a wide range of care and support services in people's homes and in specialist accommodation that we and The Guinness Partnership have developed.

My Board colleagues and I are excited to be welcoming new people to our team. We bring different professional experiences and perspectives, but we share common goals and values. We and our executive team enjoy lively strategic debate, making sure that we don't lose sight of our purpose, at the same time as remaining alert to new opportunities and tackling challenges.

We are looking for talented and committed people with skills in at least one of the following: senior operational experience in home care services; or strategic HR, including workforce planning in a care and/or health setting; or a finance professional who is qualified, ideally with audit committee experience. For all these roles, you will need to bring business acumen as this is a substantial and at times complex business where compliance is key given the vulnerability of customers. You will also be committed to making thoughtful and valid contributions; with a senior track record. You will have to work to the highest standards of governance and probity, but we are also open to this being someone's first Board role.

This is an exciting and challenging time to be part of this innovative, diverse and values-led organisation with an ambitious social agenda. I hope I have given you a sense of who we are and how we work, and I am very much looking forward to considering your offer to us.

Kind regards

Peter Cotton, Chair

About Guinness Care

We're here to improve people's lives – and create possibilities for them. We do this by providing the housing and care services our customers most need. We deliver over 11,000 hours of care every week. We also provide housing for older people and a range of care services, including domiciliary and extra care, supported and retirement living.

Our social purpose means that any surplus we may make is re-invested in improving services for the benefit of our customers.

We're committed to being an outstanding business – for our customers and for our employees. As well as delivering amazing service and being a brilliant place to work.

Our values

At Guinness Care, our values are at the core of our social purpose:

- **Caring...** putting individual wellbeing at the heart of what we do
- **Accountable...** for the services we provide, and responsible for ourselves
- **Respectful...**of individuality, privacy and dignity
- **Ethical...**and professional – our reputation is key
- **Dedicated...**we want to exceed expectations

Our key strategic objectives

- **Always showing passion and care for our customers** – listening to our customers and promoting a Strategy for Older People which promotes aspirational living
- **Focusing on services that deliver our customers' needs** – understanding our customers and performance so we can deliver consistent, quality-assured services
- **Diversity and inclusion** – recognising and celebrating our differences which strengthen and expand the potential of our people
- **Purposeful growth** – attracting private payers, developing a new service delivery model for our extra care services and developing new integrated health related services
- **Making the most of our assets** – developing an active asset management strategy for our housing for older people and improving our technology services
- **Developing Great People** – recruiting and retaining great people, and encouraging them to achieve success through learning development and inspirational managers
- **Being a great brand to work for** – advocating our brand as one of the best care providers to work for and providing a safe and happy work environment
- **Sharpening our focus** – offering great services supported by our new operating models while taking advantage of opportunities from the external environment
- **Delivering strong financial performance and value for money** – directing our energies at the things that make a difference and delivering value for money

Our structure

Guinness Care has three subsidiaries – Live Well at Home Limited, a holding company; Independent Home Life Services (operating as Guinness Care Gloucestershire) providing care at home and extra care services. We are also the Corporate Trustee of the Devon Sheltered Homes Trust, a small charity based in Exmouth, Devon, which provides supported living and day care services to customers with learning disabilities.

About The Guinness Partnership

We're here to improve people's lives – and create possibilities for them. We do this by providing as many high quality new homes as possible and the housing services our customers most need.

We provide homes and housing services to around 65,000 households. Of our 65,000 homes, more than 70% are let at a social or affordable rent, while around 10,000 are owned or part-owned by the people who live in them.

Our social purpose means that any surplus we make is re-invested in new and existing homes, improving services for the benefit of our customers and communities.

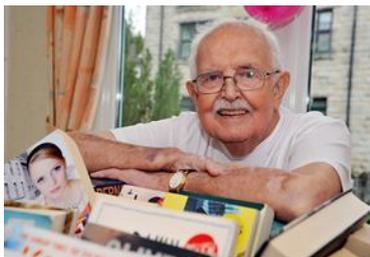
We're committed to being an outstanding business – for our customers and for our employees. As well as delivering amazing service and being a brilliant place to work, this means building more new homes. It also involves growth through merger. We're delighted that Wolvern Housing recently became part of Guinness.

Our world

Our operating environment has changed significantly over the last two years, and as we head into the final year of our Destination 2018 Strategy in a very different world to the one we launched it into two years ago.

The 2016 Autumn Statement and the 2017 Housing White Paper recognise that homes of all tenures are needed to address the housing crisis. The Government's decision to cut rents in the social housing sector by 1% a year for four years from 2016/17 and implement further changes to welfare benefits has a far-reaching impact for our customers and for Guinness.

We continue to operate in an environment of economic and policy uncertainty, heightened by the UK's imminent departure from the European Union. Our constantly evolving operating context reminds us of the need to remain strong and resilient and to ensure we can adapt to change.



Guinness Care people

Our Board members

Peter Cotton, Chair

As well as being the Chair of the Guinness Care Board, Peter is also Deputy Chair of The Guinness Partnership Board. He has worked in several industries including electronic publishing and railways and is also a former non-executive director of Eurostar. He is a volunteer and ambassador for Florence Nightingale Hospice.

Dr Claire Feehily

Claire is an accountant and has held senior roles in care in local government, including working at four London Boroughs and at Essex County Council. She is now a consultant advising on social care and financial strategy. She is a Board member of Gloucestershire Hospitals NHS Foundation Trust. She is Chair of the Audit & Risk Committee.

Jeremy Robinson

Jeremy retired in 2001 as senior partner with a leading Devon firm of solicitors. He is a past President of the Devon and Exeter Law Society; was a legal advisor to the Dean and Chapter of Exeter Cathedral; and a Governor of the West of England School for Children with Little or No Sight. He is an Honorary Life Vice-President of the Devon County Agricultural Association.

Jim Dickson

Jim is Deputy Chair of Devon Sheltered Homes Trust and Chair of Choices, a not for profit organisation that also specialises in dementia services. He was the Managing Director of Oxbode Housing.

Linda Sanders

Linda is the Strategic Director for People at Wolverhampton, a portfolio which includes the statutory Director for Children's and Adults Services as well as Public Health and Community Safety. Linda is also the national ADASS Telecare Lead and was the ADASS Vice- President and was Co-chair of the ADASS disability network.

Mike Petter

Mike is a chartered engineer who spent 25 years in the construction industry before setting up his own consultancy delivering business improvement support to a broad range of clients including a specialist 'Green Wall' company based on the South Coast. He has held various Board positions in the private and public sector, including Chair of Hampshire Community Health Care and Chair of the Considerate Constructors Scheme.

Penny Hayes

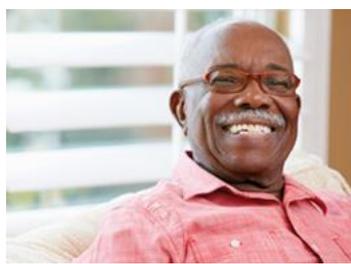
Penny spent most of her retail career with Marks & Spencer plc. When she left in 1999 she was a senior manager with responsibility for European personnel systems and the UK's payroll. Penny joined The Guinness Trust in January 2000 in the newly created role of Group Services Director with responsibility for ICT, personnel, company secretariat, administration and purchasing. She left in 2011 and is now a consultant.

Catriona Simons

Catriona is the Group Chief Executive of The Guinness Partnership Limited and an Executive Board Member of Guinness Care. Catriona is also a former Board member of Richmond Housing Partnership.

Paul Watson

As well as being the Managing Director of Guinness Care and Support, Paul is also a Board member.



Our executive team

Paul Watson MBE, Managing Director of Guinness Care

Paul has more than 25 years' experience in housing, care and support and joined Guinness in 2007. He held a senior role at Hanover including a secondment to Government as housing advisor to the Department of Health, advising on policies for older people and people with learning disabilities. Paul was also an advisory member of the Homes and Communities Agency's Advisory Board on older and vulnerable people. He has an MBA and has served as a non-executive director on housing association Boards and charities.

Ann Skipper, People and Quality Director

Ann joined Guinness Care in July 2011, having previously worked in financial services and the Environment Agency. She has responsibility for HR, learning and development, health and safety, staff communications and quality and assurance.

Liz Curran, Finance Director and Company Secretary

Liz has lead responsibility for finance, company secretarial, governance, performance information and reporting.

Lynn Lewis, Director of Independent Living

Lynn has overall operational responsibility for housing for older people, extra care housing, supported living services, our care homes and the Sheffield Foyer.

Sue Lock, Director of Strategy and Policy (Older People)

In this newly created role, Sue is developing the vision and strategy for older people across the whole of Guinness. Sue joins us from Wulvern, where she was Chief Executive.

Vicky Horsley, Care at Home Director

Vicky has overall operational responsibility for our care at home services.



Role profile

Accountable to: Board Chair

- Role summary:**
- With the Board, directing the executive team and making decisions that are in the best interests of Guinness Care;
 - Jointly responsible for the overall governance and strategic leadership of the business, in accordance with the strategic plan; and
 - Ensuring Guinness Care’s continuing financial viability and long-term sustainability.

Key responsibilities:

1. Leading the organisation

- Actively participate in developing, approving and ensuring implementation of Guinness Care’s objectives.

2. Promoting good governance

- Oversee Guinness Care’s governance, ensuring compliance with legislation and regulatory requirements together with internal controls; and the National Housing Federation code of governance.
- Act in Guinness Care’s best interests at all times, keeping up to date with sector issues.
- Role model good governance practices and behaviours.
- Attend and provide constructive challenge in Board meetings.
- Actively participate in Board events and appraisals.

3. Managing risk and financial viability

- Ensure a robust risk management framework which identifies, assesses and manages strategic risks, with regular monitoring.
- Ensure a framework of delegation and systems of internal control.
- Agreeing Guinness Care’s business strategy, annual budget, and key policies, delegating the responsibility for implementation to officers.
- Ensure a financial framework that monitors, scrutinises and reviews outcomes.
- Approval of annual accounts.

4. Focusing on organisational performance

- Oversee organisational performance and continuous improvement, ensuring that Guinness Care operates efficiently, effectively and economically.
- Scrutinise and review performance against agreed targets and budgets; taking account of customer feedback and benchmarking data.
- Holding senior staff to account for performance, consider and constructively debate reports prepared by staff and advisors.
- Actively participate in leading organisational development.

5. Building relationships and representing the organisation

- Build and maintain effective and constructive working relationships with the MD and other executives/senior staff.
- Support the building and maintenance of good relationships with key stakeholders, including the regulator, key local authorities, funders and residents.
- Network to promote the organisation, acting as an ambassador and representative for Guinness Care, upholding and enhancing the organisation's reputation.

Person specification

Specific requirements, with senior level experience in at least one of the following:

- **Home care services:** experience in strategic roles in social care, particularly home care service environments, specifically for older people and people with disabilities.
- **HR:** strategic HR experience, a track record in people based issues including workforce planning, TUPE, recruitment, retention and talent management in a large/complex organisation, ideally in a care/health setting.
- **Finance:** with a finance qualification, extensive experience in strategic financial planning and management, ideally with audit committee experience and strong commercial acumen.

Skills and abilities:

- Track record of operating successfully at senior level across a wide geography in a complex setting, with a focus on customers.
- Strategic thinking with strong planning skills and good at horizon scanning.
- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders. Contributes to team spirit and collaborative working.
- Able to assess risk and promote risk awareness without being risk averse.
- Track record in driving organisational change.
- Able to apply good governance principles, offers exposure at Board level, prior governance experience will be helpful.
- IT literate, champions use of new technology and innovation.

Personal attributes:

- Shares our values and committed to our purpose, champions meeting the needs and aspirations of older people and other customers.
- Proactively demonstrates strong commitment to equality and diversity.
- Demonstrates credibility and integrity. Actively role models professional conduct.
- Applies a high level of commercial acumen, while operating within a social values framework.
- Able to contribute to effective debate and decision making, challenges appropriately.
- Listens to others, provides decisive decision making when required, but also supports cabinet and collective decision making.
- Has a supportive and enabling style, gets the best out of others, committed to learning.
- Has the capacity and credibility to be effective in the role.

Organisational structure



Principal terms

Remuneration

The annual remuneration is £4,000.

You can also claim reasonable expenses for travel and subsistence

Time commitment

The Board of Guinness Care meet five times a year, usually in January, March, June, September and November.

There is also at least one away-day per year and other ad hoc events.

New Board members with financial qualifications/experience may be asked to become a member of the Audit and Risk Sub-Committee, which meets three times a year.

We estimate that to be effective in the Board member role, the commitment is around 8-10 days per annum.

Meeting location

Most Board meetings are held in London/Bristol, but occasionally may be held elsewhere in the country.

Meetings usually commence late morning and finish at around 3.00pm.

Key dates and the selection process

Closing date

Tuesday 29th August 2017 (12 noon)

First interviews

Thursday 7th and Friday 8th September 2017

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held in central London.

Final interviews

Friday 15th and Tuesday 26th September 2017

Shortlisted candidates will be interviewed by a Guinness Care panel.

Interviews will be held in central London.

If you are unable to make any of the dates detailed above, please speak to Campbell Tickell before submitting an application.

Media advertisement










Board Members

£4,000 pa
London/Bristol

We're here to improve people's lives

Our aspiration is to be one of the best housing and care organisations in the country, and as a national charitable organisation within The Guinness Partnership, we are well positioned to realise that.

At Guinness Care our fantastic staff deliver over 11,000 hours of care every week, and as well as delivering a range of housing options for supported and retirement living, our care services also enable older people to live in their own homes.

We're committed to being an outstanding business – for our customers and for our employees. Our social purpose means that any surplus we make is re-invested in

new and existing homes, and in improving services for our customers and communities.

We are seeking new talent for our Board. Bright, articulate and engaging people who can contribute to strategic debate and consensus decision making. A senior track record at executive or non-executive level is essential as is experience in one of the following:

- **Home care services:** experience in strategic roles in social care, particularly home care service environments, specifically for older people and people with disabilities.
- **HR:** strategic HR experience, a track record in people based issues including workforce

planning, TUPE, recruitment, retention and talent management in a large/complex organisation, ideally in a care/health setting.

- **Finance:** with a finance qualification, extensive experience in strategic financial planning and management, ideally with audit committee experience and strong commercial acumen.

Candidates should believe in our care ethos and have a commitment to ensuring we are a market leader and work to the highest standards of governance and probity. These are unique opportunities to be a part of something special.

You can download a pack at <http://www.campbelltickell.com/jobs>.
 Contact Mark Gimwood on 07944 411484 or 020 3434 0990 for further discussion.
 Closes at noon on Tuesday 29th August.





Third Floor

Olympic Office Centre

8 Fulton Road

Wembley Middlesex

HA9 0NU

020 8830 6777

