



Recruitment Pack

Group Chief Executive

November 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: hillhomes@campbelltickell.com.

Applications must be received by Monday 8th January 2018 at 9.00 am.

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 07539 373 827.

Kind regards

Yvonne Frayling

Yvonne Frayling

Senior Associate Consultant

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Welcome Letter

Dear Applicant,

Thank you for taking the time to look at our candidate pack.

We are an independent and long-standing provider of 68 high quality and well-designed general needs and Extra Care housing residences for older people in North London, dedicated to delivering first class services for our customers, giving people the opportunity to live independent lives in a beautiful home, which is theirs for life if they so choose. Into these residences we provide care and support services delivered through our registered care company, Hill Homes Care Ltd, recognised as offering “Good” services by the CQC.

We are rightly proud of our legacy, being founded in 1944 by Margaret Hill, who was a local community activist, who gained international recognition for her work with the elderly. Her core values and ambition are still as relevant today as then and here at Hill Homes we strive to be an active member of our local community. We are also excited about our future. Our outgoing Group Chief Executive leaves us with a solid platform on which to build our future. From strong reserves, to the award-winning Trees, Extra Care residence and Hill Homes Care Ltd, which was set up in 2014. We do however, want you to be able to make your mark and support the Board in shaping and developing our future direction and for that reason, you will be able to get to know us before you lead our next Strategy Day, where we will discuss areas such as the best use of our reserves and the growth of Hill Homes Care Ltd, including rolling out and expanding care into the wider community.

We are looking for a visionary, outwardly facing and respectful leader, who is down to earth and highly collegiate, who will develop partnerships and networks and oversee day to day operations as well as driving strategy. You will have good commercial acumen and will be able to grow the business, deliver financially viable, value for money services and ensure our long-term sustainability.

What will be important to us will be that you share our vision and values and our excitement as we enter a new era. You will be passionate and capable of providing “best in class” customer centred services for older people.

In return we can offer you the opportunity to work with an ambitious and passionate Board and a small yet, highly committed and loyal workforce. You will have a background in housing and also ideally care and development, although development experience isn’t a deal breaker. We are open to those looking for their first CE role.

If you are excited by our proposition, I urge you to talk to Yvonne Frayling at Campbell Tickell (our retained consultants) for a confidential discussion about us and the role. I look forward to hearing from you.

Eldon Pethybridge
Chair

About Us



Hill Homes is the child of Margaret Hill, CBE, a quite extraordinary woman whose energy, determination and enthusiasm still live on today.

At Hill Homes, we exist in order to help give older people the opportunity to live in a home for life. We believe in the right to independence and so our care and services are not “one size fits all” but personalised and bespoke, dependant on the needs of each tenant; we aim to provide whatever is needed in order to enable our tenants to live their lives in the way they wish.

Nuffield Lodge

Nuffield Lodge is located close to Highgate village with its wonderful array of shops as well as friendly, local pubs and restaurants. Lauderdale House, Waterlow Park and Jacksons Lane theatre are all a few minutes’ walk away. Good transport links include Highgate tube (Northern Line) and major bus routes.

The building was constructed in 1981 and since then has been refurbished and upgraded. There are 25 self-contained apartments with their own kitchens and bathrooms, along with beautiful communal gardens, a welcoming communal lounge and an on-site laundry.

Outings are regularly arranged to make full use of all the vicinity has to offer and within the house there are coffee mornings, film evenings and exercise classes as well as a monthly fish & chip lunch. To make life even easier a greengrocer and fishmonger visit once a week and a mobile library comes once a month. Tenants are also welcome to join in the activities at our other site, Trees.



Trees

In 2011 the brand new purpose-built “Trees” was opened: 40 one- or two-bedroom balconied apartments complete with walk-in shower rooms and fully fitted kitchens. There are landscaped gardens, with mature trees and a striking water centrepiece featuring a specially commissioned sculpture. Large windows bring the outdoors in, and works of art have been commissioned to add interest and colour.

But Trees isn’t just about a lovely building; it provides personalised and bespoke 24/7 services to its tenants, allowing them the opportunity to live in a home for life, and affording them their independence. As well as the core care and support service, additional care hours can be purchased to cater for the tenant’s own particular needs. Social activities such as arts & crafts, afternoon tea, quizzes, communal meals, discussions and more are organised weekly, and there is a hairdresser, a laundry and internet-connected computer terminals all on site.

As an extra-care supported housing scheme all tenants must be aging - over 65 years old subject to occasional exceptions - and have a need for a basic level of care (at least seven hours per week). As well as some support in day-to-day living; tenants can thereafter be provided with as much or as little additional support and care as they personally require.

Vyse Close

Vyse is a three-bedroom residence used for general needs housing.



Our People

Board Members:

Eldon Pethybridge – Chair

Co-opted to the Board in March 2012. Lives in Muswell Hill and is a retired solicitor who has worked in local government and a number of energy companies. He has 10 years' experience of being a voluntary housing association board member in other parts of England, and has spent four years as a volunteer and trustee at East Finchley Advice Service. He was on the Management Committee of Caxton House Community Centre at Archway between 1996 and 2016.



Charles Hollwey – Chair FRAC

Trustee since 2012. A Fellow of the Association of Chartered Certified Accountants having qualified in 1983 and a Member of the Institute of Health Service Management. Charles is a retired NHS Chief Executive. His overall career in the NHS lasted 32 years and included being a Finance Director, Commissioning Director and Manager of community services. Since leaving the NHS he has undertaken a number of roles, in particular with regard to setting up Social Enterprises and developing new health facilities through private and public partnerships. He is currently Chair of the North London Estate Partnership and Barking, Dagenham & Havering Community Ventures which are both NHS Local Investment Finance Trusts. Additionally he is Treasurer of Haven House Children's Hospice in North East London.



Susan Faridi – Member Hill Homes Board, Chair Hill Homes Care

A board member of Hill Homes and Hill Homes Care since November 2014. Susan has over 25 years experience working in social care and supported housing in public and civil society organisations with extensive leadership experience in charity management, supported, sheltered & extra care housing as well as managing outreach and floating support services. Her knowledge includes working with older adults, adults with physical disabilities, and mental health. Susan is currently the Chief Executive at The Finchley Charities, a charity with a very long history of providing housing for elderly residents of Finchley who have limited resources.



Gerald Kelly – Member Hill Homes Board, Member

A Board Member since 2009, Gerald has lived in Highgate since 1995 and is a partner at the city law firm Macfarlane’s. He specialises in commercial property including acting for a FTSE 100 house builder and others on private residential and social housing projects as well as for financial institutions and private equity funds on real estate joint ventures and development projects. Educated at Churchill College, Cambridge.



Eamon Ray - Member Hill Homes Board, Member of FRAC

Eamon became a trustee in 2015. He has worked in various roles in the financial services industry and currently works for the Universities Superannuation Scheme, the principal defined benefit pension scheme for universities and higher education providers in the UK. He has previously also worked for General Electric and Deloitte.

Eamon has experience in investing and providing financial advisory services to a wide variety of companies, across industry sectors and countries.

He holds a BSc in Economics from Nottingham University, is an ACA qualified accountant and a CFA charter-holder.



Patrick Hammill – Member Hill Homes Board

Co-opted to the Board in December 2015, Patrick lives in Hackney and is an architect and a consultant for urban regeneration, with a focus on providing affordable housing and the range of homes and community services that underpin sustainable neighbourhoods. Until retiring he was Divisional Director for Urban Regeneration at architects Levitt Bernstein. Over many years he has developed considerable experience of managing charities serving communities in London, having been a founder member of two building preservation trusts and an environmental trust, and then continuing to ensure that they serve their neighbourhoods.



Susan Tokley – Member of Hill Homes Care Board

A board member of Hill Homes Care Ltd since January 2016. Starting her career as a Student Nurse at Addenbrookes, Susan has had nearly 40 years’ experience as a health professional and is currently Clinical and Quality Director for the North and East London Commissioning Support Unit. Susan has broad experience of provider and commissioning agendas at local, sector and national level



Our People

The Executive Team:

Steve Drew – Head of Care & Support

An experienced Adult Social Care Manager with a CV that includes working as an NHS Director, an Assistant Director in Social Services, a Director of Care for a national charity and Regional Director for a large commercial provider of supported living. Worked with older people, adults with learning disabilities, and people with mental health needs, sensory impairment, physical disabilities and autism. Has been registered as Responsible Individual with the Care Quality Commission and is currently Registered Manager for Hill Homes Care.



Carol Ravenhill – Finance Manager

I am AAT qualified and have been employed by Hill Homes since 1999. My role includes producing accounts from Sage 200, Management accounts, banking, payroll and invoicing. I have always lived in London and previously worked for an independent retailer for 25 years in various departments, including management and HR.



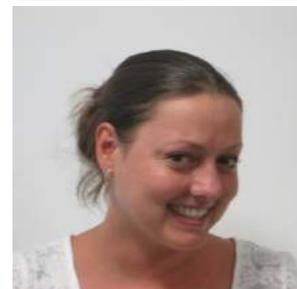
Priscilla Heaton – Administrator

Experienced Administrator/bookkeeper/office manager who has lived in North London for over 40 years. Background includes working for a clock manufacturer, a small independent Tour Operator and a Graphic Design company. Came to Hill Homes in August 2015.



Gemma Shannon – Deputy C&S manager

I started working at Trees six years ago as a care worker through an agency, then transferred over to Hill Homes Care two years ago. I have progressed from care and support work to a shift leader and eventually to Deputy manager, line managing a team of 22 C&S workers. My role includes Staff supervisions, Care plans and risk assessments, and regular team meetings



Job Description

Responsible To:

The Board

Responsible For:

Finance Manager, Head of Care and Support, Senior Housing Officer

Job Purpose:

Responsible to the Board for the overall strategic direction and leadership of Hill Homes (and its group subsidiaries) and its effective financial and operational performance. The Group Chief Executive (GCE) will be expected to advise and assist on strategic direction and policy, to implement decisions in line with statutory and regulatory requirements and within a robust framework of good governance and inspire and empower staff to deliver service excellence in the delivery of high quality housing and care services. The Chief Executive must lead and manage the affairs of the organisation within the agreed annual budget and act as Company Secretary.

Key External Relationship:

Commissioning Care Groups, Local Authorities, local community, key stakeholders and the voluntary and community sector, Care Quality Commission, the housing sector, Care Agencies and all relevant governing and regulating bodies and suppliers and contractors.

Key Internal Relationships

The Board, its committees, all staff and clients, their families and their representatives

Key Responsibilities

Leading the business

1. Support the Board in the development of long term strategies and the direction of travel for Hill Homes and its group subsidiaries, ensuring that strategic business plans are viable; aligned to the values and ethos of Hill Homes and are regularly and robustly reviewed and meet the short, medium and long- needs of Hill Homes and its clients.
2. The GCE will attend all meetings of the Board of Hill Homes and its group subsidiaries or committees. The GCE is responsible for preparing the agenda and issuing minutes of all such proceedings in conjunction with the Chair of the Board or group subsidiary, as relevant.
3. The GCE will keep the Chair of the Board and of any relevant group subsidiary Board (and thereafter members of the Board and group subsidiary Board and other relevant committees) regularly informed of pending/planned legislation, statutory provisions and relevant regulations that could affect the existing or future operation and of the financial, social and environmental performance of Hill Homes and its reputation.
4. Provide vision and visible leadership to ensure modern, high quality, responsive and customer focused services and high levels of professionalism, utilising market intelligence to shape future services and delivery models.

5. Manage Hill Homes' financial resource to generate healthy surpluses to meet business objectives, whilst providing exceptional value for money and generating on-going efficiencies.
6. In conjunction with the Finance Manager, negotiate with funders to secure finance on favourable terms and ensure that risks are properly assessed on all Hill Homes' activities.
7. As an ambassador for Hill Homes, developing effective external networks and partnerships that will add value to and promote Hill Homes and influence sector debate and thinking.
8. Plan and implement Hill Homes growth strategy by developing and/or acquiring a range of new homes and growing and developing services.
9. Ensure the organisation has the necessary policies in place, alongside a schedule for the review of policies particularly in (but not limited to) key business areas such as: health & safety, equality & diversity; data protection; employment etc.
10. Lead on equality and diversity and create an environment where diversity is valued.
11. Act as Secretary for the Association and all group subsidiaries and carry out the responsibilities of Secretary as laid out as detailed in appropriate rules.
12. Act as "nominated person" for CQC purposes.

Leading People

13. Lead by example, adopting a coaching leadership style which empowers and develops staff to fulfil their potential, creating a culture of professionalism and support that motivates and supports staff to deliver high levels of customer care and performance, with systems in place for the recruitment, management, development and appraisal of staff. Addresses appropriately poor performance and inappropriate behaviours and the effective implementation of the internal Disciplinary and Grievance Procedures, where required.
14. Ensure inclusive communication to all members of staff on matters relating to the direction of travel of Hill Homes, compliance and service delivery.
15. Ensure a culture of learning and accountability so that staff are enthusiastic about their contributions and can see their impact and value.
16. Ensure a learning and development programme is devised to encourage staff to access opportunities for existing and future role requirements.

Operational Performance

17. Lead with a strong commitment to customer excellence, well-being, safety and best practice when considering the design and delivery of services.
18. Promote meaningful engagement with clients and customer, ensuring their voice is heard and fed into service development and improvement.
19. Ensure that the organisation (including through external commissioning) has the necessary financial, human, IT, office and other resources required to deliver the Board's approved business plan.
20. Ensure that value for money and efficiency are demonstrated in all aspects of service delivery.
21. Establish high standards for housing management, property services and care and support, ensuring that performance is appropriately benchmarked to promote continuous improvement, rectifying any shortfall in performance.
22. Ensure robust systems are in place for the collection, monitoring and scrutiny of financial and performance information, in line with the requirements of funders and regulators with regular, timely and appropriate reporting to Board.
23. Ensure appropriate arrangements are in place for awarding and managing contracts and enabling contractors to be held to account.
24. Ensure all the Association's policies and procedures relating to housing, care and support, health and safety, equal opportunities and confidentiality are adhered to and develop and implement revised policies and procedures as required
25. Maintain all records and produce reports as necessary for the Chair and Board of Trustees, and the Chair of and members of the Board of any group subsidiary e.g. provision of accurate information as required for annual budget, annual rent and service charge reviews.
26. Engage with the local community and its key stakeholders including the local press and elected representatives to ensure a good knowledge of current local issues and ensure that Hill Homes plays an active role in its local community.
27. To ensure IIP and other relevant external accreditations as agreed with The Board are achieved.

Finance, Governance and Control

28. Take the lead on audit, regulatory and legislative compliance, so that decisions are taken at all levels within a robust risk assessment framework.
29. Ensure an appropriate control and assurance framework is in place to meet statutory, regulatory and financial requirements in order to manage risks to the business.

30. Produce, submit for approval to the relevant Boards, monitor and maintain strategic financial plans, including the annual group budget and subsidiary budget.
31. Maintain effective financial control of the organisation through day to day monitoring of key performance indicators and the business processes.

New business

32. Identify and develop financially viable service and product offerings which further the aims of Hill Homes and its subsidiaries, based on clear market intelligence, robust market research and clients' needs.
33. Ensure that new development opportunities (both capital spend and service expansion) are identified, investigated and reported to the Board, and delivered in line with strategic plans.
34. Extend as appropriate, the delivery of high quality support and care services to the customers of Hill Homes and the local community that meet the requirements of the regulating bodies.
35. Identify, specialist advice and input required to realise potential future opportunities working closely with the trustees and group subsidiary Board members,
36. Maintain existing and identify new selected project partners.

No leadership job description can cover every issue which may arise and the post holder is expected to be sufficiently flexible to carry out other duties as required from time to time.

Person Specification

Experience

- Track record of strategic leadership of, or a significant strategic contribution to, a business or organisation both in times of stability and change in a social housing environment and ideally the care sector.
- Proven experience of working with a Board at a senior level.
- Experience of successfully leading and managing people, developing successful, cohesive and high performing teams.
- Proven track record of delivering change management programmes, projects and initiatives at both strategic and operational levels
- Experience of financial management at a strategic level, including financial planning, the management of budgets and interpretation of complex financial information, bringing business acumen to the role
- Experience of commissioning, procurement, contract management and negotiation
- Experience of developing and maintaining strategic and operational partnerships, key stakeholder relationships and networks, acting as an ambassador and representing an organisation publicly to the media
- Experience of evidence based strategic policy development, with regard to the housing and care sectors with specific reference to CQC requirements
- Experience of embedding the principles of equality and opportunity, diversity and inclusiveness within the policies and practices of an organisation.
- Experience of property development - desirable

Skills and abilities

- Highly strategic with strong intellect with the ability to think long term, horizon scan and plan for the future, taking into account external factors that will influence Hill Homes' future. Able to translate strategy into short, medium and long-term plans
- Highly numerate, able to gather, analyse, utilise and assimilate information and data.
- Identifies and implements new ways of working, improving service standards, efficiency and value for money.
- A motivational leader, who coaches and inspires service excellence.
- A high level of interpersonal, communication, influencing and negotiating skills.
- Able to work intuitively with a wide range of stakeholders and secure buy-in, maintaining effective partnership and stakeholder relationships.
- Able to identify, explore and initiate new business opportunities whilst demonstrating commercial acumen, particularly in decision making and negotiation.
- Able to assess risk and promote risk awareness without being risk averse
- Able to make sound judgements, developing creative solutions to complex problems and issues. Confident in own knowledge, able to give advice to others and be accountable for that advice.
- Able to prepare and present clear, concise written reports for Boards, funders and regulators.

Knowledge

- Up to date knowledge of all statutory and regulatory guidance for the sector, including good procedures and best practice impacting on social housing and care organisations
- Knowledge of business planning, probity, governance and risk assessment. Have current knowledge of all relevant acts and regulations laid down by the Homes and Communities Agency, Industrial and Provident Society, the Registrar for Friendly Societies and the Care Quality Commission and other regulating bodies
- Knowledge of domiciliary care and CQC requirements
- Knowledge of Property Management

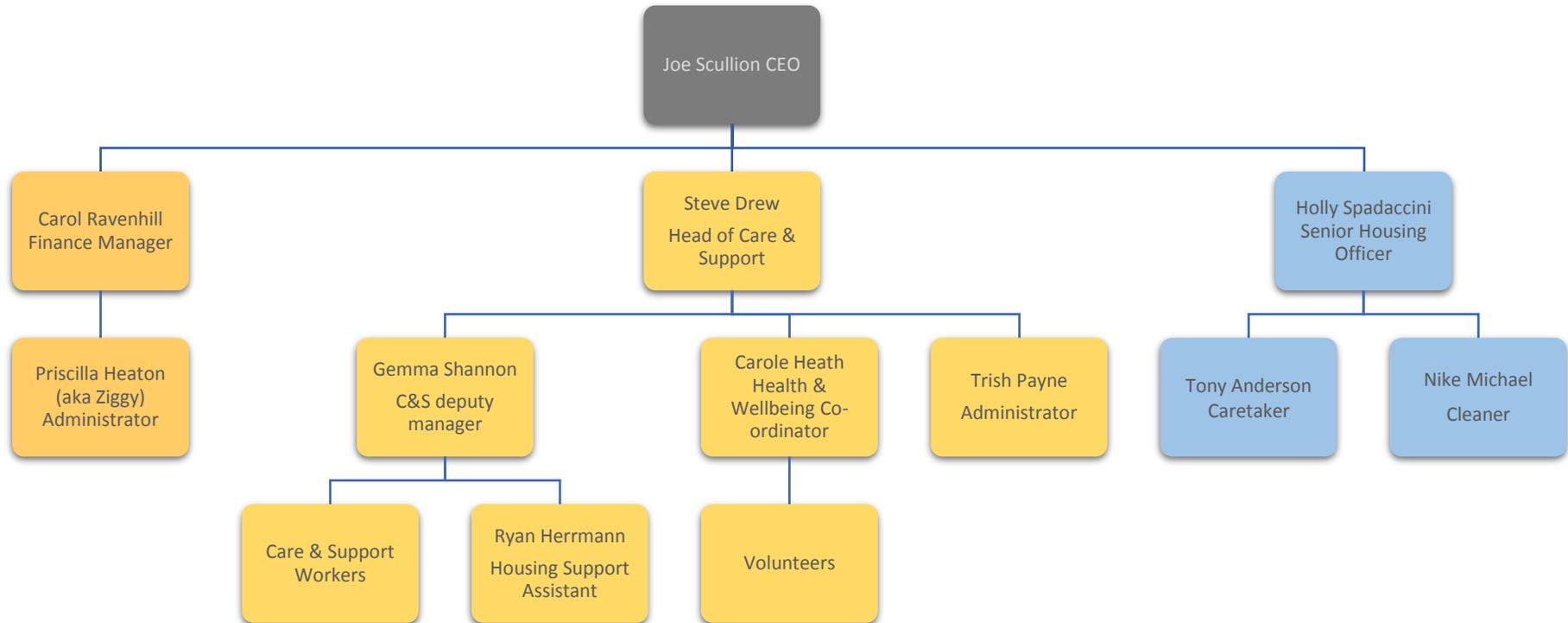
Personal Attributes

- Possesses the gravitas, presence and integrity to command the respect of the Board, staff, partners and clients.
- A self-starter, with a positive outlook, who is adaptable to change, able to work on own initiative, exercise good judgement, be resilient in handling the pressure of the role and in meeting targets and deadlines.
- Proactively demonstrates a strong commitment to equality and diversity and professionalism; the safeguarding of vulnerable adults, and the rights of all to fair treatment.
- Demonstrates high levels of integrity
- Champions the rights of clients to access quality homes and excellent customer centric services.
- Ability to facilitate tenant involvement and engagement
- Adaptable with a willingness to work flexibly given the seniority of role and the scale of Hill Homes' operation.
- Strong organisational skills, with the ability to plan ahead and work effectively to deadlines
- Effective communication, negotiation and conciliation skills
- IT literate and willing to champion the optimisation of the use of IT and other new technology
- Demonstrable commitment to the values embodied by the Hill Homes.
- Demonstrable commitment to the development of own skills and that of the Hill Homes workforce through training and performance management.

Qualification

- Degree level education or equivalent through relevant education or training. A Housing Qualification would be desirable.
- Appropriate Management Qualification
- DBS clearance

Hill Homes Structure



Principal Terms and Conditions

Position:

Group Chief Executive

Remuneration Package:

Salary - c£75,000

Pension:

We currently offer an 8% employer/employee matched contribution to a pension scheme of your choice (subject to pension legislation).

Annual Leave:

The paid annual holiday entitlement is 30 days per annum. We also offer 8 days public holidays per annum.

Place of Work:

Your normal place of work will be our offices at 2-4 Broadlands Road, Highgate, London, N6 4AN but travel across our operating area and occasional regional and national travel will be required.

Hours of Work:

The role has an indicative working week of 37.5 hours; however, you will be expected to work such hours as shall be necessary to discharge your duties efficiently and conscientiously. Attendance at evening meetings will be required.

Probation and Notice Period:

There is a six-month probationary period after which the notice period for the role is 3 months. During the probationary period the notice period will be one month by either party.

Key Dates and Selection Process

Closing Date:

Monday 8th January 2018 at 9am

The client meeting to agree longlisted candidates will take place on the afternoon of Friday 12th January. Successful candidates will be informed late afternoon/early evening on this date. All unsuccessful candidates will be offered feedback by Campbell Tickell

First Interviews:

Wednesday 17th January, 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day there will be an opportunity to meet with Eldon Pethybridge, Chair of the Board for a separate discussion session.

Interviews will be held at Campbell Tickell's Offices in Wembley

Final Interviews:

Wednesday 24th January, 2018

Provisional Process: The process may involve, an opportunity to meet with the Board and Senior Management Team. This may be followed by a seen presentation, which will be delivered at the start of the final interview with the selection panel. The final panel process will be agreed at the next meeting of the Board in late November, 2017.

Supplementary Information

The following information can be downloaded from:

<https://www.campbelltickell.com/jobs>

- Annual Report HHC 2017 - <https://www.campbelltickell.com/jobs/1760-hill-homes-group-chief-executive>
- Annual Report 2017 - <https://www.campbelltickell.com/jobs/1760-hill-homes-group-chief-executive>

To find out more please visit the Hill Homes website:

<http://www.hillhomes.co.uk>

Media Advertisement



HILL  HOMES

Group Chief Executive c£75,000

We are a financially stable, independent and long-standing provider of high quality and well-designed general needs and award winning, Extra Care housing residences for older people in North London, dedicated to delivering first class services for our customers.

We punch above our weight and work hard to be an active member of the local community. Through our care company, we provide a wide range of integrated care and support services to our customers, which are personalised and tailored to our customers' needs and wishes. We have the ambition and resources to

deliver our future growth aspirations, including expanding our care and support services into the local community. We are looking for a Chief Executive who will provide strategic direction and leadership, effective financial and operational performance and support the Board in realising its ambitions. You will be down to earth, outwardly facing and a highly collaborative leader, who can motivate staff to achieve great things and be flexible, overseeing day to day operations as well as driving strategy. You will have a background in housing and also ideally care and development, although development

experience isn't a deal breaker and we are open to those looking for their first CE role.

For an informal discussion and further information about the role, please contact Yvonne Fraying at Campbell Tickell on 07539 373 827 or 020 3434 0990. You can download the job pack from www.campbelltickell.com/jobs
Closing Date: 9.00 a.m.
Monday 8th January, 2018.





Third Floor

Olympic Office Centre

8 Fulton Road

Wembley Middlesex

HA9 0NU

020 8830 6777

