



Recruitment Pack

Chief Executive

January 2018

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 why 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: suttonhs@campbelltickell.com.

Applications must be received by Friday 2nd February at 12 noon

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 07948 978 804 or 020 3434 0990.

Kind regards,

Mary Hope

Mary Hope

Senior Associate Consultant

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Welcome Letter

I am immensely proud to be the Chair of Sutton Housing Society and the work that we have done to create such a strong and high performing organisation.

Small organisations are sometimes seen as quiet and expensive backwaters with neither the strength nor will to be market leaders. Nothing could be further from the truth at Sutton Housing Society. With a 35% surplus on our £3m turnover and resident satisfaction in the mid/high 90% we are in excellent shape. Our gearing is very low and we are cash rich with a good portfolio of property. Our costs compare well with those of our peers and we are keen to deliver better VFM. We are very clear about our future direction – we want to continue to grow the organisation and deliver more of the same. We have ambitious plans and the resources to deliver them. We have identified the niche we want to occupy and have built strong relationships with our local Council, London Borough of Sutton and want to position ourselves as their ‘go to partner’ for older people’s housing. We are absolutely committed to independence, we believe in local organisations providing services in our community.

We have achieved this under the excellent leadership of our retiring Chief Executive; Chris Turton. In looking to replace him we are not looking for a fundamental shift in direction but someone who can build on these achievements and really grow us. You may find things that you want to change internally but primarily we need someone with a strong track record in building strong external relationships, in sourcing opportunities and managing the risks of developing more new homes. We are not an organisation that is broken, we are an organisation that is ready and willing to move on.

Your key challenge will be to ensure that SHS has a voice at the table in the Borough by building on our strong relationships and partnerships, you will then be able to bring both funding and sites to the organisation. You will need to work closely with the Board, recently strengthened by four new members, developing them into a coherent and effective group. You will need to maintain our excellent performance by creating the right culture, energizing our people and constantly modernising our offer. Your role as Chief Executive is to deliver growth, protect and build on the organisation’s strengths, ensure that we remain experts in our niche, whilst responding to all the challenges that the external environment presents.

We are proud of SHS and are looking for someone who can provide the leadership to take us on to further success.

Best regards

Andrew Jepp

Andrew Jepp

Chairman

About Us

Who Are We:

Sutton Housing Society aims to provide good quality affordable rented housing for people in housing need and who live in or are connected with, the London Borough of Sutton.

Independent Housing for Older People:

The Society owns 483 properties of which 346 are independent accommodation for older people spread across 13 sites. All our independent housing for older people's residents have access to a Community Housing Services Officer.

We also have an Extra Care Scheme with a dedicated Housing with Care Manager.

Families and Other Households:

Since 1992, with the support of the local council, the Society has broadened its focus by providing a small amount of general family and other accommodation and now has 137 purpose built houses and flats across 8 sites.



Our Commitment to Quality:

The Society recently completed a programme of reinvestment to raise the standards of our older accommodation. This includes redesigning some flats to make them self-contained and improving communal facilities. All of our properties benefit from an ongoing programme of planned reinvestment and improvements. We re-developed Harding House into 9 one bed flats and 3 studios. We recently acquired Bond Gardens (at nil cost) from Beddington and Wallington Housing Society and have demolished the existing building and are re-developing 23 one bed flats. As well as improvements to the physical environment the Society continuously reviews its policies, procedures and quality of service. We aim to work together with our tenants in these reviews to ensure that we demonstrate our commitment to shaping our future together. We are delighted with our performance and the very high levels of tenant satisfaction that we achieve, which is on par with our comparators. Over 96% of our tenants

are satisfied with the quality of their home and our repairs and maintenance service. Our costs are below the average for our comparators.

Financially we are very strong, we returned 35% surplus at the end of 2016-7. We have a turnover of £3m and our developments been funded through use of reserves and £3.7m loan from Charity Bank. We enjoy a good relationship with our bank and funders. Raising further capital if required, would not be problematical.

The Society enjoys an excellent working relationship with the local council both in terms of the management of its existing stock and development.

Governance

The Society operates under the NHF model Rules. Following a recruitment drive early in 2017 Sutton Housing Society benefits from a particularly strong Board of Management. The Society operates exclusively in the London Borough of Sutton. This is a considered position adopted by the Society's Board to maintain the organisation as a locally based, tenant focused body.

Our Values:

- Passionate about doing what's right
- People focussed and stronger together
- Professional and effective
- Caring, responsive and flexible

Our staff were fully engaged in developing these values and are committed to "living" the values and providing great services to our tenants.

Our Vision:

- Investing our resources, we are proud to provide affordable, well maintained quality homes
- With charitable status and as a specialist provider of homes for the independent over 55's, we continue to invest for the changing needs of Sutton
- Our highly professional staff are dedicated to responding to the needs of our tenants and developing a sense of community

Obejectives and Strategies:

SHS has five key **Objectives**:

- Maintaining and Improving Financial Strength

- Maintaining and Improving Excellent Tenant Services
- Investing in our Assets and new Development
- Growing our Stock through Development
- Maintaining and Investing in Good Governance

In order to deliver on these objectives, we have a proactive approach to asset management. A key part of our strategy is to be 'good corporate citizen' and reduce our carbon footprint and create sustainable developments. We want to reduce the energy costs for our residents. We aim to develop our expertise in housing older people so that we can cement our relationship with the Council and become their 'go to' trusted local partner for older person's housing. We know that we need not only to be expert but also to provide value for money, so we are improving our digital offer and through our community development activities we are promoting wellbeing.

None of this is possible without a highly motivated and well-trained staff team. We invest in them and have created an excellent group.

The most pressing challenge for Sutton Housing Society is finding opportunities to develop within the Borough of Sutton. The area remains a target for small/medium developers from the private sector making the competition for sites with development potential particularly fierce. Sutton Housing Society remains a strong partner to the London Borough of Sutton in terms of new housing provision and for funding support but following the establishment by the Council of its own development arm opportunities for sites have become even more challenging to secure.

The Society is looking to develop strategic partners in the delivery of its community development and tenant support services. Due to the size of the organisation levels of in house expertise and support from providers do restrict the scope of projects undertaken.

Our People

Senior Management Team:

Operations Director

Glynis Gatenby appointed 2016

Glynis has worked in social housing for 32 years and has a wide range of experience in both the local government and housing association sectors. Glynis is responsible for the landlord services provided to tenants; she also acts as the deputy to the chief executive in their absence. A member of the Senior Management Team, Glynis often leads on policy development and regulatory compliance.

Head of Finances and Resources

Marcie Regelous appointed 1997

Marcie has over 30 years' experience in finance, working in the private sector for 15 years before moving to social housing. In her current role, she is responsible for the accounting system and preparing the management and draft statutory accounts, office admin and IT. She manages the Finance and Admin Team and is part of the Senior Management Team.

Board Members:

Sutton Housing Society is overseen by a voluntary Board of Management, all of whom live or work within Sutton or surrounding areas:

Chairman

Andrew Jepp FCII

Appointed 2005

Andrew is Director of Public Sector and part of the leadership team at specialist insurer Zurich Municipal. He is responsible for the delivery of financial and business plans across all areas of the public sector including local government, emergency services, social housing, education, health and charities.

Andrew is an experienced risk and insurance practitioner with particular knowledge of the public sector having started his career at Municipal Mutual Insurance. He is a regular commentator on risk issues impacting on local government and the wider public sector in both the insurance and local government press. Andrew is a Chartered Insurer and Fellow of the Chartered Insurance Institute.

Treasurer

Adrian Simpson

Appointed 2010

Adrian's career in finance started in central government where he worked in the Ministry of Defence on the Chief Executive Dockyards' accounts for three years. He then spent the next 14

years in the private sector, managing contractual administration, lines of credit and finance at director level. Adrian moved back into central government where he spent the next 13 years in a Ministry of Justice agency, managing the installation of financial systems and reporting on public expenditure to Parliament at senior executive level. He now controls the finances of a small local company and is Treasurer of a constituency political party.

Board of Management Members

Pamela Norton

Appointed 2014

Now retired, Pam worked for a number of years as a Principle Officer within the London Borough of Sutton. She held managerial responsibility for a number of services within Adult Housing and Social Services. Pam presently utilises her time with voluntary roles which include being the Vice Chair of Governors at two schools and Trustee of many organisations including SOPWC and Sutton Nursing. Pam was previously a Trustee of Beddington and Wallington Housing Society.

Graham Waters

Appointed 2008

Graham recently retired as Chief Executive of Keychange Charity having held that post since August 2010. This was a national organisation based in central London, principally providing care homes for older people, employing 400 staff with a £7million turnover. His previous experience has been in local authority, heading up the departments of Housing and Social Care, working with other housing providers in successful partnerships. With over 30 years' experience in the provision of housing management, home care and now residential care, Graham has expertise in managing services for older people including day care, meals on wheels, transport and home care, as well as general public services that include the management of theatres, gyms and fitness studios.

Lisa Rae

Appointed 2017

Lisa has been involved in the charity sector for over 17 years working with Boards and Senior Management Teams advising on corporate governance. Until December 2017 she was the Chair of the Peabody Group Residents Council. This Council scrutinised and reviewed the services of one of the largest housing associations in London and representing 50,000 residents and in 29,000 homes in London and the south east. She is also currently a Board Member of New World Housing Association which owns and manages over 300 homes throughout South London.

Adam Phippen

Appointed 2008

Adam trained as an architectural technician, working on social housing projects for a number of local authorities. He later started his own successful design and build company. In 1990, Adam retrained as a nurse and worked at the Princess Alice Hospice. In 1997 he moved into social work with the Royal Borough of Kingston upon Thames concentrating on working with older people. In

2006, Adam moved within Kingston Council to become Operations Manager for the sheltered housing service. Following a restructure of the Council in January 2015, he took up his current role of Vulnerable and Older Persons Support Officer.

Michael Payton BSc, MSc, (MRICS)

Appointed 2017

Michael is a Chartered Surveyor with over 10 years' experience working in the property sector. Qualifying at Kirkby & Diamond a private surveying practice he subsequently moved to the London Development Agency in 2007. Since the dissolution of the London Development Agency in 2012 Michael has worked at the GLA within the Housing and Land Team as a Senior Development Manager. His current role focuses on working with private and public-sector partners to bring forward both residential and commercial developments on GLA land. He recently completed an MSc Renewable Energy: Technology and Sustainability at the University of Reading.

Audrey McFarlane LLB

Appointed 2017

Audrey has worked as a solicitor in social housing for over 24 years, and is a Senior Associate with Winckworth Sherwood LLP. She has worked with a wide range of housing associations and local authorities advising on property and governance related areas. Audrey currently specialises in large scale property finance transactions, including private placements, bonds and securitisation within security trustee structures. Since 1992 Audrey has held various governance roles in not-for-profit organisations and was a board member of Wandle Housing Association from 2001 to 2009. Since 2006 Audrey has also worked as an independent adjudicator, and has settled disputes relating to communication services, tenancy deposits and aviation. Audrey has also worked with the Parliamentary and Health Service Ombudsman as an associate investigator.

Alison Bennett

Appointed 2017

Alison is Head of Programme & Sales in a medium size RP. She has substantial experience in governance and the regulatory environment surrounding social housing. Alison has over 10 years' experience in housing association development and in finance / treasury and risk management.

Matthew Corbett

Appointed 2014

Matthew has worked in housing for nearly 20 years. He has worked in a variety of managerial roles in the Midlands and London. He previously worked for Threshold Housing in London as the Head of Neighbourhood Initiatives. Threshold was an early pioneer of 'housing plus' and community development through its localities strategy. In 2006, Matthew moved to London and Quadrant (L&Q) where he is now Head of Community Investment and responsible for the L&Q Foundation and all of its community development activities. Last year the foundation invested over £2million into community activities across L&Q homes in London and the South-East.

Job Description

Responsible To:

Board of Management

Responsible For:

Operations Director, Head of Finance and Resources and through them, the staff teams. A Financial Consultant also reports to the Chief Executive.

Purpose of the Job:

- To lead and manage the Society effectively to ensure that it delivers a high-quality service to all its clients.
- To maintain the Society's financial security.
- To advise the Board / Committees on the formulation of policy and to implement Board / Committee decisions.

Accountability:

- The Chief Executive is accountable to the Board and its Committees for all aspects of the day-to-day management of the Society within policies and procedures agreed by the Board.

Key Achievement Areas:

- Advising and assisting the Board in the formulation of policy to enable the Society to meet its aims and objectives.
- Taking the lead in the development and implementation of appropriate and effective strategy, policy and procedures.
- Ensuring that the financial viability of the organisation is maintained and proper financial systems and controls in place.

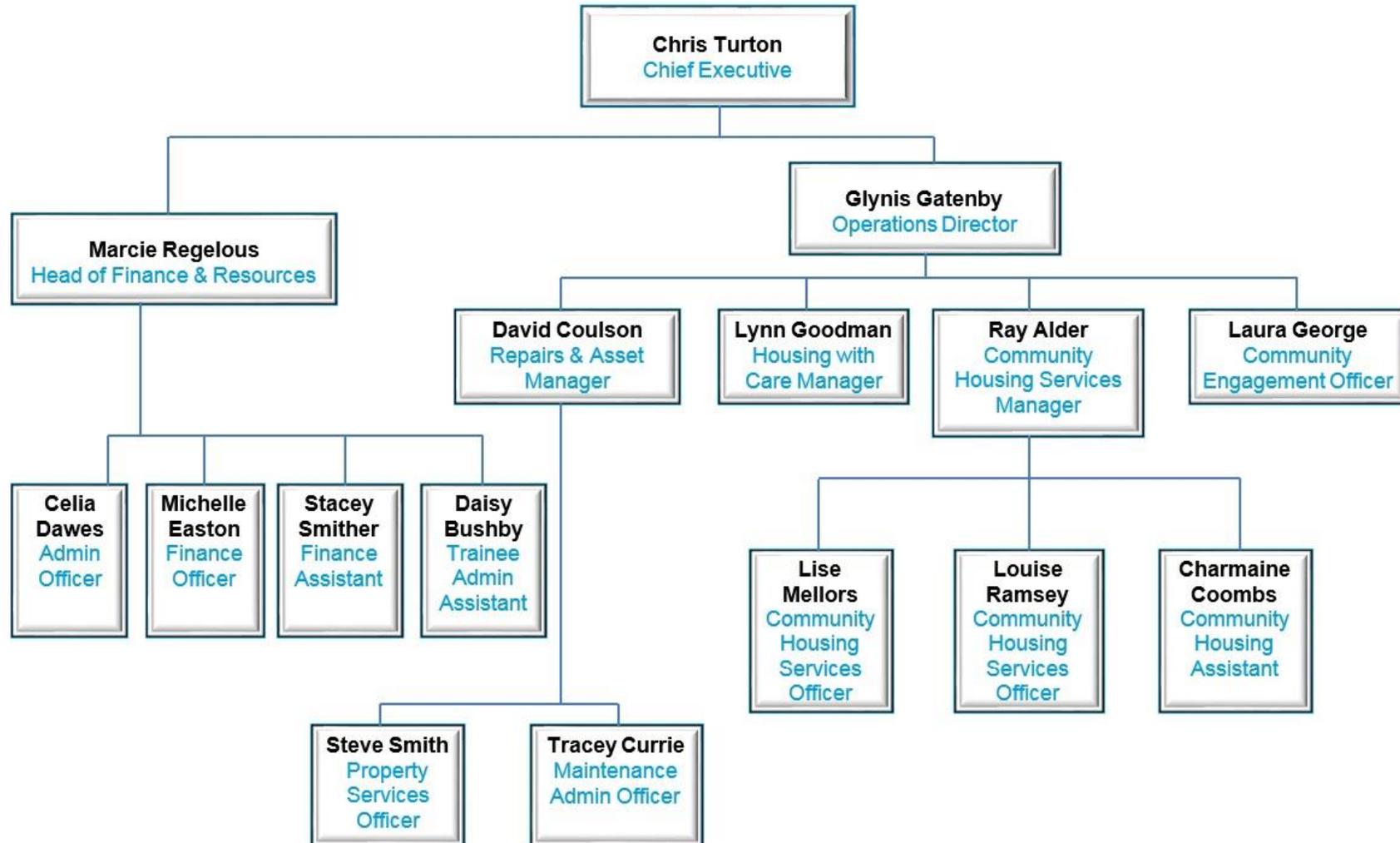
- Developing and promoting the role of the organisation as a provider of high-quality accommodation and client-focused services within its geographical area of operation.
- Ensuring that key performance targets are in place in all sections of the Society's work, monitored regularly and reported to the Board as necessary.
- Ensuring that the Board and its Committees are effectively serviced and able to carry out the functions required by their terms of reference.
- Identifying development opportunities for the Society and taking responsibility for the acquisition, design and project management processes.
- Keeping the organisation's performance, management structures and resources, including staff, under constant review to ensure that they meet regulatory requirements and changing operational circumstances.
- Acting as Company Secretary, ensuring the Society complies with associated legislation and its Rules. Manage the Society's seal and shareholding register.
- Ensuring the Society complies with all relevant legislation and maintains appropriate levels of insurance cover.
- Ensuring the Society complies with all regulatory controls and requirements such as those issued by the Financial Conduct Authority, the Homes and Communities Agency or any relevant successors to such bodies.
- Developing, maintaining and improving the Society's relationship with lenders, partners, tenant organisations and others, particularly the London Borough of Sutton and local politicians, in the areas where it works.
- Developing and maximising the ability of staff to contribute to the success of the Society, ensuring that good employment practice and the Society's equal opportunities and diversity policies are adhered to.

Person Specification

A. Experience	
A.1	Substantial senior management experience within a registered housing provider, of having worked closely with a Board to develop strategies and plans to meet organisational goals.
A.2	Experience of business planning, budget planning, identifying and managing risks.
A.3	Experience of developing and sustaining strategic working relationships with stakeholders, including funders, regulators, suppliers, customers and partners.
A.4	Experience of creating a positive culture, of managing performance of staff and suppliers to deliver efficiency and high quality services.
A.5	Experience of planning and managing capital and revenue budgets, achieving a high level of accuracy and financial probity, and to deliver value for money
B. Knowledge	
B.1	Evidence of continuous professional development demonstrated through an up to date knowledge of housing law, of trends, influences and policy affecting the sector
B.2	An in depth understanding of housing development, its processes, risks and their mitigation and a broader understanding of housing management for older people.
C. Skills and abilities	
C.1	Intellectual capabilities equivalent to first degree level, a relevant housing qualification is desirable.
C.2	Able and willing to embrace and exemplify the values of the organisation in actions and words both inside the organisation and externally: <ul style="list-style-type: none"> – Passionate about doing what’s right – People focussed and stronger together – Professional and effective – Caring, responsive and flexible
C.3	Driven by the desire to achieve excellence on behalf of tenants and to grow the organisation.
C.4	Able to lead, manage and inspire a team, through open and transparent behaviours, to manage suppliers and to deliver strong performance management and develop staff to deliver optimum performance.
C.4	Ability to think strategically, horizon scanning and identifying issues that may impact on the organisation and proposing relevant strategies and being able to communicate complex plans to be understood by a wide range of audiences.

- C.5 Able to identify business opportunities and assess implications, identify risk and calculate feasibility.
- C.6 Ability to interpret information, analyse complex data, make sound judgements, and communicate with clarity.
- C.7 Ability to communicate orally and in writing with a wide range of people, building effective and credible relationships with them, including Board members, partners, tenants, lenders and regulators.
- C.8 Ability to operate in a small organisation, across a broad range of activities taking a flexible and will do approach, ability to work across a range of disciplines and at both strategic and operational levels.
- C.9 Willing and able to network, negotiate listen and act as the external face of the organisation.
- C.10 Resilient and independently motivated, able to maintain momentum in the face of challenges and setbacks.

Organisational Structure



Principal Terms And Conditions

Position:

Chief Executive

Remuneration Package:

The salary is likely to be £75-80k pa but negotiable for the right candidate.

Pension:

A defined contribution scheme is available through The Pensions Trust

Annual Leave:

The paid annual holiday entitlement is 30 days per annum.

Place of Work:

SHS, Pat Shaw House, 13-19 Ventnor Rd, Sutton, SM2 6AQ

Hours Of Work:

The role has an indicative working week of 35 hours; however, you will be expected to work such hours as shall be necessary to discharge your duties efficiently and conscientiously.

Notice Period:

You will be required to give 6 months' notice, if you terminate your employment. During the probationary period the notice period will be one month by either party.

Sick Leave Entitlement:

Sick leave entitlement increases on an incremental scale up to 6months full pay and 6 months half pay after 5 years' service.

Probation:

A probationary period of 6 months will apply to this post.

Benefits of Working For Us:

There is car allowance attached to the post, currently this is £ 1095 pa

The Society will pay a subscription to Simply Health which provides monetary contributions to health care.

Key Dates and Selection Process

Closing Date:

Friday 2 Feb 2018 at 12 noon

The client meeting to agree longlisted candidates will take place the following week. Successful candidates will be informed the following day. All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Wednesday 21 Feb 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day there will be an opportunity to meet with the retiring Chief Executive, Chris Turton and Chair of the Board, Andrew Jepp for a separate discussion session and an opportunity to ask questions.

Interviews will be held at SHS, Pat Shaw House, 13-19 Ventnor Rd, Sutton, SM2 6AQ

Testing And Information Gathering:

Shortlisted candidates will be asked to complete an on-line psychometric assessment on leadership style and approach. There will be an opportunity to meet senior staff before the final interview.

Final Interviews:

Wednesday 7 March 2018

Final interviews will be held at SHS, with a Recruitment Panel nominated by the Board.

Andrew Jepp – Chair

Graham Waters – Board Member

Audrey MacFarlane – Board Member

Supplementary Information

The following can be downloaded from the Sutton Housing Society's website: <http://suttonhousingsociety.org.uk/>

Annual Reports:

[Annual Report 2016/17](#)

[Annual Report 2015/16](#)

[Annual Report 2014/15](#)

[Annual Report 2013/14](#)

Other:

[Performance Information 2016/17](#)

[Value for Money Statement](#)

<http://suttonhousingsociety.org.uk/wp-content/uploads/2017/10/VFM-statement-2017.pdf>

To find out more please visit Sutton Housing Society's website:

[Sutton Housing Society.org.uk](http://SuttonHousingSociety.org.uk)

Media Advertisement



SAS
sutton housing society
limited

Chief Executive

London £75-80k+

Foundations laid, direction agreed, resources in place; three prerequisites for a successful growth strategy. What we need is the dynamic and strong leadership to deliver our vision of a developing, locally based, expert in housing older people. Financially strong, performing well and with 483 homes in LB Sutton where we are a partner of choice, we have all the right ingredients to achieve our vision. Our retiring Chief Executive has started the

process and will hand over an organisation with a great brand in our local community.

We need a leader, who works collaboratively with others, who can inspire excellent performance and deliver across a broad canvas – both strategically and operationally. You will need a really good understanding of development, preferably hands on experience, an understanding of housing older people

and the drive to meet our customers' needs. In return you will have the opportunity to drive and deliver our growth aspirations and run a high performing organisation.

If you are interested please go to www.campbelltickell.com/jobs or call Mary Hope on 020 3434 0990.

Closing date: Friday 2 February 2018 at 12 noon.





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