



**Rooftop**  
Housing Group

# Recruitment Pack

People and Performance Director

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July 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 help you to complete and tailor your application. 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 covering letter explaining why you are interested in this role, and telling us why you are a good candidate for this post. You must make sure that your CV/covering letter give us enough information to demonstrate that you have the requisite experience, competencies and personal qualities as set out in the person specification. We recommend that this is no longer than three pages;
- The declaration form – completion of the equalities section is not mandatory but it helps our monitoring 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: [rooftop@campbelltickell.com](mailto:rooftop@campbelltickell.com).

**Applications must be received by Monday 21 August 2017 at 12 noon.**

You will receive an acknowledgement within 48 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 07833 475 669 or 0203 434 0990.

Kind regards,

*Denise Kirkham*

**Senior Associate Consultant**

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# Welcome Letter

Rooftop is a fantastic place to work. It's an absolute privilege to lead an organisation so committed to local people, communities, our customers and partners.

Rooftop is an organisation which genuinely puts people and talent at the centre of everything it does. I am always struck by how many smiling faces I see when I arrive each morning; this is a happy place to work.

We deliver so many good things day in, day out. But we want to do even more. Rooftop is very good at what it does. But we want to be great. And we need someone like you to help drive that next stage of our evolution.

This is an incredible opportunity to join an organisation embarking on an exciting journey and play a critical role in shaping our new long-term plan to 2023. You'll also be working with the Leadership Team to support them develop and drive transformation across the business as we evolve our operating model and implement a new Housing Management System.

But you won't just drive the people agenda. You'll coordinate performance and project management and lead our superb communications team in a new integrated directorate at the heart of Rooftop's future.

I need a modern, dynamic and innovative leader to work as part of our Executive Team and alongside the Board to help us rise to the challenges ahead and ensure we can be the very best we can – for our customers and our colleagues.

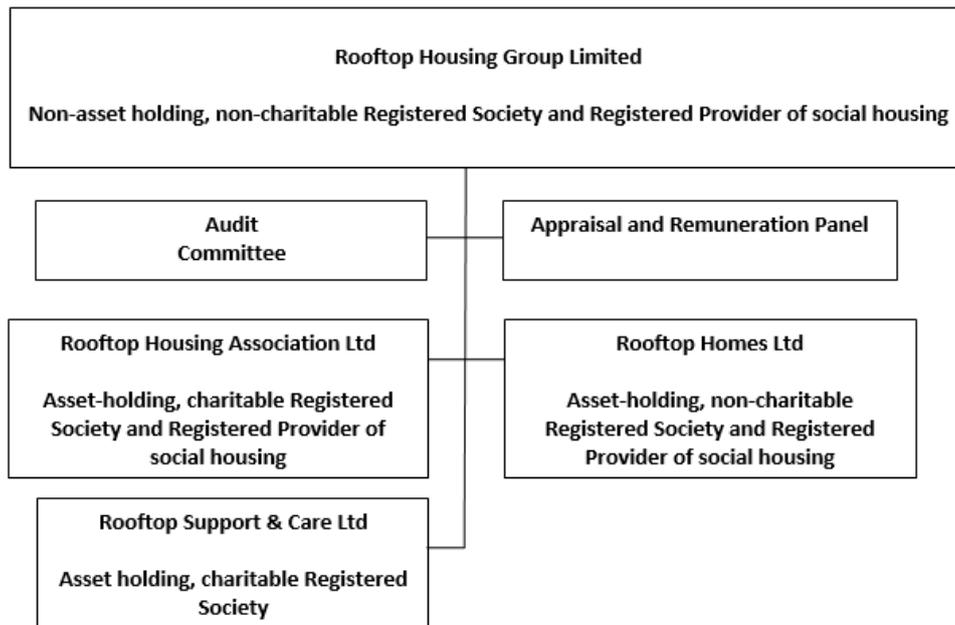
It's a superb opportunity and I need a special person to take on the role. I'd be delighted to chat to you if you think this could be you. Contact Denise on 07833 475669 if you'd like to set up a call.

Yours sincerely,

*Boris Worrall*  
**Chief Executive**

# About Us

Our Mission: *To improve the quality of life of people and the communities in which they live.* This mission will be achieved by providing excellent housing and related services, improving existing homes, and working with a range of partners to benefit their communities.



## Rooftop Housing Group Limited (Rooftop)

The Group parent is a non-asset holding, non-charitable Registered Society with the Financial Conduct Authority (FCA) (29661R). It is also a Registered Provider of social housing by the Homes and Communities Agency (HCA) (L4404). It does not own any homes but provides all operational and corporate services, including treasury management, information technology and employs all human resources for the whole Group. It was formed on 13 November 2003. The shareholders of RHG comprise Rooftop Housing Association Limited, Rooftop Homes Limited and the members of the parent board.

## Rooftop Housing Association (RHA)

Until 2014, RHA was known as Evesham and Pershore Housing Association (EPHA). RHA is a Registered Society with the FCA (27786R) and is also a Registered Provider of social housing with the HCA (LH4050). RHA was initially established as an asset holding non-charitable body in 1994 to take a transfer of 4020 homes from Wychavon District Council in Worcestershire. RHA converted to charitable status in 2003 and provides the majority of affordable housing held by the group meeting charitable criteria. Shareholders include RHG, current and former board members together with a limited number of residents.



## Rooftop Homes Limited (RHL)

RHL was formed as a housing association on 13 November 2003. It is an asset holding non-charitable Registered Society with the FCA (29660R) and is also a Registered Provider of social housing with the HCA (LH4405). EPHA transferred its non-charitable social housing, intermediate market rent homes and commercial assets to RHL in 2003. RHL mainly provides housing for NHS key workers together with the majority of residential garages and garage courts within the Group and one shop. As a Registered Provider, its main purpose is to provide affordable housing and any commercial activities are undertaken with the intention of generating revenue surpluses and capital growth that can be ploughed back into affordable housing activities. The shareholders of RHL are its board members and RHG.

## Rooftop Support and Care (RS&C)

RS&C (previously G3ii) was originally registered as Gloucester Youth Housing Association in 1986. It is an asset holding charitable housing association and is a Registered Society with the FCA (25211R). It became part of the Rooftop Housing Group in October 2009. RS&C provides support and care services for young and older people across the counties of Gloucestershire and Worcestershire. Shareholders include board members, RHG, and other stakeholders.

## Accreditations

Rooftop has been awarded the following:

- The Sunday Times 100 Best Not-for-Profit Organisations to Work For 2016
- Investor In People – Gold
- Queen’s Award for Enterprise – UK’s highest accolade for business success, as part of the Matrix partnership
- Disability confident employer
- ISO 9001:2008 - planned maintenance and improvements
- ISO 9002:2008 - responsive maintenance services
- Cabinet Office’s Customer Service Excellence standard
- Social Landlord of the Year – Small
- One of only four registered providers to be awarded 3 stars for excellent services and excellent prospects for improvement by the Audit Commission
- Digital Inclusion award



# The Board

**Nicola Inchbald**  
**Group Chair**

Nicola is a Chartered Town Planner with over 25 years' experience in the development industry, specialising in residential development. She is a former Senior Director of CB Hillier Parker where she ran the development land team. She is currently a Parish Councillor and a Trustee of the Ripple Trust, which supports young people in further education and the elderly in the area. Nicola has recently established The Inchbald Maxted Partnership; a development and planning consultancy.

**Keith Rolfe**  
**Vice Chair**

Keith worked in the banking and financial services sector for almost 30 years. He has extensive risk management experience gained from senior roles in a number of leading global financial institutions. Keith has served as an independent member of the Department for Communities and Local Government Credit Committee; responsible for guarantees under the affordable housing and private rented sector guarantee schemes. He is a non-executive director of Tipton and Coseley Building Society where he chairs the Risk Committee.

**Ceri Jones**  
**Board Member**

After more than 30 years in teaching, Ceri retired from his post as Head Teacher of Bishop's Cleeve Primary School in 2000. The following year, he was elected to Gloucestershire County Council as the member for Bishop's Cleeve. He stepped down from that role in 2013, but during that time served on many committees. He was a member of the Council of the University of Gloucestershire for eight years and a Chairman of Cleeve Colts Football Club for 10 years. He has also chaired the Rooftop Residents Association in Bishop's Cleeve.

**Emma Wilson**  
**Board Member**

Emma is a registered nurse and has been a senior manager in both primary and secondary care, with accountability for the provision and delivery of nursing services. She now works part-time as an advanced nurse practitioner in primary care; in addition to studying for an MSc in Advancing Practice at University of Worcester. After a move back home to Pershore from London with her two children in 1997, she was aware of the need for good, affordable social housing and feels fortunate to have previously been a tenant for five years.

**Hilary Hobart**  
**Board Member**

Hilary trained as an accountant in a firm of chartered accountants, specialising in auditing organisations in regulated sectors. She gained a passion for housing and has been a Finance Director at Liver Housing Group (now part of the Your Housing Group) and Finance Director & Company Secretary at Accord Housing Group. She was a self-employed Finance Director for innovative start-up companies funded by venture capital investments and now works part time for one of them. She was a former Board member at Ashram Housing Association.

**Kelvin Hard**  
**Board Member**

Kelvin spent all his childhood in social housing, so understands its importance in helping people to live in dignity and security. He began his career at the Treasury and Cabinet Office, and gained a Masters in Management. He was a Partner at PWC for many years, leading the change management practice for Europe, Middle East and Africa. He now leads his own consultancy business specialising in organisation design/change. Kelvin volunteers as a mentor to young unemployed people and chairs a NHS Patient Participation Group.

**Martin Holland**  
**Board Member**

Martin has worked in the housing sector for over 40 years spanning; local authorities, the private sector, and housing associations. He retired from his role as Chief Executive at Shropshire Housing Group in 2013. He has also been involved with the National Housing Federation as Regional Chair. Martin was appointed to the Board of the Rural Housing Advisory Group, advising the Homes and Communities Agency and Department for Communities and Local Government on rural housing issues in 2011.

**Malcolm Robson**  
**Board Member**

Malcolm trained as a chartered accountant and was in general practice with KPMG for nine years. He left to work on a large brownfield mixed use regeneration scheme in the heart of Norwich, and was also a founder director of a Business Expansion Scheme providing residential property. He has recently retired as Group Finance Director; after 16 years with Morston Assets, who specialise in larger scale regeneration projects and commercial property development.

**Paul Kellard**  
**Board Member**

Paul has been a Rooftop tenant for more than 20 years, and had a career in the armed forces and the Ministry of Defence. He currently works in health and social care and is a Care Co-ordinator in a residential nursing home. Paul successfully completed a governance training course accredited through Derby University. Paul volunteers with the Alzheimer's Society as a fund raiser and Dementia Friends Champion, believing passionately in providing excellent housing to create strong communities, especially to an ageing population.

**Rachel Lathan**  
**Board Member**

Rachel has been an RHA tenant for some years and lives in Badsey. She balances a demanding family life with her job in sales and her involvement with Rooftop. Rachel joined the newly formed Resident Action Team in 2010 and has risen rapidly to the position of RHA Chair. She was a 'Tenant of the Year' finalist in the 2012 TPAS Awards. She successfully completed a governance training course accredited through Derby University. Rachel is an active local community member, and believes passionately in providing excellent housing.

**Robin Richmond**  
**Board Member**

Originally from London, Robin's background is in finance, including property development with Arlington Securities plc. Since leaving Doncasters plc in 1999, Robin has been engaged in project work and has held a number of non-executive directorships, including Worcestershire Mental Health NHS Partnership Trust, Heart of England Housing and Care, and the Orbit Group who are one of the larger UK social housing providers. Robin is currently a Trustee of Midlands Air Ambulance Charity.

**Sheila Kettley**  
**Board Member**

Sheila has had a career background in banking, stockbroking, architecture and surveying. Her most recent position was as a Credit Control Manager. Sheila has been a Rooftop tenant for over 10 years and has been involved with the Rooftop Customer Panel since 2008. She chairs the Community Fund Group and the Communications Panel, and has recently undertaken training to become a Dementia Friends Champion. Sheila successfully completed a Governance Training course accredited through Derby University. She has been a member of the Audit Committee since 2011.

# The Executive Team

**Boris Worrall**  
**Group Chief Executive**

Boris is Group Chief Executive of Rooftop Housing, which provides 6,500 affordable homes in Worcestershire and Gloucestershire. He has been involved in housing for 10 years and is a regular blogger on policy, politics and business transformation. He began his career as a journalist before working for the Home Office.

**Caroline Dykes**  
**Finance Director**

Caroline joined Rooftop in 2004 as the Head of Finance and was appointed as Finance Director in 2010. Prior to Rooftop, Caroline had 10 years of experience in the housing sector. Before then she worked in the finance teams of oil, property investment, engineering and scaffolding companies. She is responsible for overall financial planning; negotiating funding; managing internal controls; risk; business planning and performance management; ICT infrastructure and overall cost efficiency in a value for money environment. Caroline also sits on the Board of Fortis Property Care Limited, a subsidiary of Fortis Living that was set up as a Cost Sharing Group in 2013 to provide cost effective property maintenance services to its members. Rooftop's subsidiaries are members of the Cost Sharing Group.

**David Hannon**  
**Development Director**

David joined Rooftop Housing Group in 2007, and has been a Housing professional for over 30 years with vast experience in social housing, especially in supported housing and general needs management and development. He has worked with Birmingham City Council, Mercian Housing Association and Orbit Housing Group. He is also a former Board member of Warwickshire Rural and Ashram housing associations. David is responsible for new development initiatives; stock renewal, regeneration of existing stock; home options including shared ownership; void sales; communications, marketing and PR; and he oversees the relationship with the HCA. He also champions the impact our work has on the environment and how we as housing providers can eliminate fuel poverty.

**Juliana Crowe**  
**Housing and Communities Director**

Juliana has over 25 years' housing experience in both inner city and rural areas. Before joining Rooftop in 1999, she worked for the London Borough of Southwark, Tower Hamlets and Greenwich, managing large inner-city estates. Juliana is a member of the European Structural Investments Funds Committee (ESIF) in Worcestershire. During her time at Rooftop she has been the Chair of the CIH West Midlands Board; a Trustee of HACT; and was a Board member of a housing association based in Dorset. Juliana has responsibility for housing and all front-line services to tenants including asset management, lettings, estate management, key worker, private sector renting, and Support and Care.

# Role Profile

<b>Role title:</b>	People and Performance Director
<b>Reports to:</b>	Group Chief Executive
<b>Responsible for:</b>	<ul style="list-style-type: none"> <li>– Head of Communications and Marketing</li> <li>– Head of Human Resources and Organisational Development</li> <li>– Head of Project and Performance</li> </ul>
<b>Job purpose:</b>	
<ul style="list-style-type: none"> <li>• To be responsible through the Group Chief Executive to the boards for the effective leadership of the Group's OD, human resources, communication, public relations and promotion, corporate planning, performance and project management.</li> <li>• Develop and deliver effective corporate planning, performance management and employee engagement to drive business transformation and improvement.</li> <li>• To develop and drive our values to create a performance culture which supports customer service excellence and our 'Profit for Purpose' approach</li> <li>• Deliver an Organisational Development strategy which puts people and talent at the heart of our success as a modern, dynamic social business</li> <li>• As a member of the Executive Team to be responsible for achievement of the objectives of the Group and ensure that activities are carried out to the highest standards of integrity and professionalism in accordance with the requirements of regulatory bodies and relevant legislation.</li> <li>• To build strong working relationships with external and internal stakeholders so as to enable Rooftop to become an employer and housing provider of choice.</li> </ul>	
<b>Core responsibilities:</b>	
<b>OD/Human Resources</b>	
<ul style="list-style-type: none"> <li>• Develop, lead and implement the strategic priorities and plans for OD and HR, creating and maintaining positive and participative employee relations environment.</li> <li>• Develop and lead on culture change creating an environment which supports change, innovation and performance</li> <li>• Develop, lead and deliver a learning environment to support employee development, retention of talented and high performing staff and effective succession planning.</li> <li>• Strategic responsibility for promoting, ensuring and celebrating equality and diversity for colleagues, customers and communities</li> </ul>	
<b>Communications</b>	
<ul style="list-style-type: none"> <li>• Develop and deliver a comprehensive marketing and communications strategy, maximising the use of digitalisation.</li> <li>• Ensure internal and external relations are maximised through internal and external communication methods.</li> <li>• Continue to develop the Group's corporate image.</li> </ul>	

- Develop and implement a programme of internal communications to maximise internal ownership of the Group and to ensure staff have easy access to appropriate information.

#### **Corporate planning, performance and project management**

- Lead on and develop corporate planning and business improvement, ensuring the provision of essential business data to the Group Chief Executive, board and internal and external stakeholders.
- To develop performance business improvement strategies to drive a culture of continuous improvement and excellence in performance.
- To champion the use of systems thinking processes and procedures to support continuous improvement and enhanced performance.
- Ensure the provision of project management support is available to all internal stakeholders.

#### **Compliance and risk**

- Effectively manage directorate budgets in accordance with agreed policy and procedure, ensuring value for money and maximising efficiency.
- Ensure an appropriate control and assurance framework is in place within the directorate to meet statutory, regulatory and financial requirements in order to manage risks to Rooftop.
- Set high standards of probity and develop an open and honest culture in line with the Group's chosen code of governance and code of conduct.

**No Executive job description can cover every issue which may arise and the postholder is expected to carry out other duties as required from time to time.**

# Person Specification

## Education & Qualifications

- Relevant professional qualification – ideally CIPD OR
- Relevant Degree level qualification

## Experience

- Strong People and OD experience at a senior leadership level in a customer-focused environment.
- A strong track record of leading, engaging and motivating diverse teams through change.
- Track record of achievement in a commercially focused environment, with an affinity to social purpose.
- Successful track record of innovation, generating opportunities and looking at things differently.
- Ideally experience of working with and reporting to Boards.
- Experience of wider strategic functions such as performance and project management desirable
- Experience of digital/social media and communications/marketing desirable

## Skills and Abilities

- Dynamic approach with the ability to work at pace.
- Change Agent with the leadership skills to take others with you.
- Ability to deliver on a clear vision for the organisation and establish a high-performance culture.
- Team player with the proven ability to work across an organisation.
- Strategic Thinker, with an eye on the future.
- Very strong communication and interpersonal skills.
- External focus, with the proven ability to build networks, and work in partnership with others.
- Strong focus on quality service delivery to customers.
- Resilience and tenacity in approach.
- An approach that is risk aware, not risk averse.
- Ability to deliver decisive reports and recommendations on time and under pressure

# Organisational Structure



# Principal Terms and Conditions

## Position:

People and Performance Director

## Salary and Benefits:

Package c £87k pa.

Including Car Allowance of 10% pa

### Other Benefits

- As part of a flexible benefits package you are offered annual private health insurance currently with Aviva.
- Subsidised gym memberships\*
- Cycle to work scheme\*
- Childcare voucher scheme
- Sports and Social Club

*\* You may be eligible for these benefits, which are provided in line with Rooftop's policies and schemes.*

## Pension:

Social Housing Pension Scheme – Defined Contribution, minimum 4%.  
Rooftop will match your contribution from 4% up to a maximum of 9%.

To comply with the law on auto-enrolment into a pension scheme, if you are not already an active member of a qualifying scheme, we will automatically enrol you into an appropriate scheme, provided you meet certain eligibility requirements. Further information will be provided on commencement.

## Annual Leave:

33 days. The leave year is from 1 April to 31 March.

In addition, Rooftop grants a total of eight bank/public holidays and one concessionary day. Rooftop has the right to specify the date when concessionary leave is to be taken.

## **Other Terms:**

### Medical clearance

New employees will be subject to medical clearance and Rooftop may refer candidates to its own occupational health advisor.

### Probationary period and performance appraisal

It is a condition of service that all new appointments are subject to a satisfactory probationary period of six months. A procedure for assessing individuals during their probationary period is operated by Rooftop. A system of regular performance appraisal is also operated.

## **Hours of Work:**

The normal working week is 37 hours, but given the seniority of the post, flexibility is expected with regards to working hours, and this will include evening and occasional weekend work.

## **Location:**

The People and Performance Director post is based at the head office, Evesham High Street, Worcestershire. Travel across all operating areas is expected as visibility in the role is key. This will include national travel as required to represent Rooftop and its interests.

The Board will give consideration to a relocation allowance for the appointed candidate.

# Key Dates and Selection Process

## Closing date:

**Monday 21 August 2017 at 12 noon**

The longlist will be agreed on 24<sup>th</sup> August. Successful candidates will be informed late that day.

## First interviews:

**Wednesday 30 August 2017**

Longlisted candidates will be interviewed by a Campbell Tickell panel.

**Shortlisted candidates will complete an online psychometric exercise during the week commencing 4<sup>th</sup> September 2017.**

## Final interviews:

**Monday 11 September 2017**

# Supplementary Information

**Additional information, including the annual report and the financial statements are available from the following links:**

<https://www.rooftopgroup.org/about/publications/financial-annual-reports/>

Residents Annual Report 2016:

<https://www.rooftopgroup.org/media/311901/residents-report-2016.jpg>

To find out more please visit the Rooftop Housing Group website:

<https://www.rooftopgroup.org/>

# Media Advertisement



## People and Performance Director

Evesham / Package c £87k pa

Rooftop Housing Group is changing! We are now seeking a dynamic and innovative leader to join the executive team in this brand new post, with responsibility for OD/HR/ Performance and Projects/ and Communications.

Our new Chief Executive is passionate about developing talent for the future and evolving our performance culture and systems. This is also a critical role in leading change and influencing strategically across the organisation. You will help design and deliver our future.

For a further discussion, please contact our retained consultant, Denise Kirkham at Campbell Tickell on 07833 475 669 or 0203 434 0990. You can download a job pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

**Closing Date: Monday 21 August 2017 at 12 noon.**





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