



CHIEF EXECUTIVE

Hightown Housing Association
Building homes. Supporting people.

YOUR APPLICATION

Thank you very much for your interest in the Chief Executive post at Hightown Housing Association. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what Hightown Housing Association is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

Please ensure we receive your application in good time: The role closes on Monday 28th October 2024 at 9am. Please do call me on 07706 369273 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.

Kind regards,

Bill Barkworth

Bill Barkworth
Senior Associate Consultant
07706 369273



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Welcome to Hightown Housing Association

Thank you for taking an interest in what we at Hightown feel is a unique opportunity to lead a special organisation. Over the years we have had a remarkable journey of growth, often topping the list for the fastest growing housing association in the country. We have managed to do that while maintaining the high quality of our customer service and continuing to deliver and grow the care and supported housing offer of which we are so proud. So, our outgoing Chief Executive, David Bogle, can look back with a huge amount of pride at our legacy and continued impact.

But given that David has been our Chief Executive for a considerable period, the landscape is inevitably going to be very different for our new Chief Executive. In addition, having a new person at the helm of Hightown represents significant change for all of us. But I am hoping that if you are reading this, you won't be daunted by that challenge, and we are very excited to hear about what a new leader can offer us.

Hightown's origins were in the 1960s, when Ken Loach's 'Cathy Come Home' held a critical mirror up to the worsening housing crisis. In response, volunteers and church groups came together to form housing associations. Over 50 years later Hightown, as a founding member of Homes for Cathy, still plays a leading role in ending homelessness by building more homes, developing supported housing solutions that meet local need and working to ensure tenants sustain successful tenancies and avoid repeat homelessness. This role is as important now as it was on the day we were created in 1967.

With this recruitment, we are keen to see our next Chief Executive help us shape the next phase of our journey. We are well regarded and used to delivering at a high standard, but we want to keep improving, to further drive-up our performance all the while engaging with our customers, so that Hightown continues to move forward with purpose and confidence. We know our people are our greatest resource, and we want our new Chief Executive to inspire our staff and get the very best from our talented workforce, including harnessing their insights about how we do things at Hightown. We hope that our new Chief Executive will also be excited about further developing the external relationships that can help us deliver even more strongly on our mission.

Suffice to say, we place a premium on relationships when we think about our business – relationships with customers, our staff, and with our partners and other stakeholders. And for our new Chief Executive we seek an experienced housing sector leader who shares this as a priority, and who brings the energy and enthusiasm to enhance the impact of an already well-performing organisation.

I joined Hightown earlier this year and have been extremely impressed with the passion, commitment and talent of the staff across the organisation. I have also found the culture at Hightown to be very welcoming, positive and collaborative. Read on to find out more about what we are looking for, and if it all adds up to you feeling that your approach, talent and skills will add value, then we very much look forward to receiving your application. Please do your own due diligence, ask others what they think of us and speak to our retained consultants – Campbell Tickell. I am confident that you will see and hear good things about us.

I look forward to hearing from you.

Qadeer Kiani

Qadeer Kiani
Chair

About us

Hightown is a charitable housing association (operating in Hertfordshire, Bedfordshire, Buckinghamshire and Berkshire) aiming to help people who need support and care or who cannot afford to buy or rent a home at market values. We have grown rapidly in recent years by building hundreds of much needed new homes and providing care and supported housing services for a wide range of people.

We currently manage 9,000 homes across Hertfordshire, Buckinghamshire, and Bedfordshire. We employ over 1,000 staff (mainly in our care and supported housing schemes) and our annual turnover is £121 million.

Building homes

Providing high quality, affordable homes has always been a key part of Hightown's mission. Hightown has developed ambitiously for its size in recent years and delivered thousands of new homes across our area of operations through a mixture of land led and S.106 sites. Earlier this year we completed the second phase of our flagship affordable housing development at Maylands Plaza in Hemel Hempstead which provided 158 homes and three commercial units. This added to the 130 affordable homes, ten shops and a church in phase one of the project. The development has created a thriving new community, brought homes and workplaces closer together and boosted the local economy.

We have been the fastest growing housing association (according to Inside Housing) in five out of the last six years and delivered 664 new affordable homes in the year April 2023 to March 2024. We delivered our 9,000th home earlier in 2024. We have a development programme through which we will reach 10,000 homes by March 2027.

Care in the community

Hightown has been a leading provider of care and support services in Hertfordshire and Buckinghamshire for 30 years. We provide support mainly for people with people with learning disabilities and mental health problems ranging from a few hours a week to 24-hour care.

We also house and support homeless people, young people and asylum seekers. Our care and support services are important to our social purpose despite the challenging funding climate of recent years which has prompted other housing associations to scale back these activities. We recently retained major contracts in Buckinghamshire and Berkshire and will also be shortly taking on new services after successful bids for tender.

Members of our co-production group include over 20 volunteers who regularly come together to review and scrutinise Hightown's care and supported housing services. In 2023, the group won the co-production award at the Great British Care Awards.



About us

Our Mission

Building homes. Supporting people.

Our Culture

Hightown's culture aligns with our values and social purpose. We are supportive, inclusive and responsive and share an ambition to learn and to develop for the benefit of current and future residents and service users.

Our Purpose

Hightown's aim is to provide as many homes as we can at below market rates and a wide range of housing and support for people who are vulnerable and/or disabled. Hightown's history over more than 50 years shows our continuing focus on our strong social purpose.

Hightown is committed to retaining its distinctiveness and its reputation for making projects happen which demonstrate Hightown's values and contribution to society.

We believe that, by developing decent homes and supporting individuals to live with confidence, independence and choice, our work delivers a tangible positive impact for local communities.

Key Documents

- Hightown Strategy 2024-2027 - [click here to view](#)
- Annual Report & Financial Statements 2023/24 - [click here to view](#)



ROLE PROFILE

Core purpose

With accountability to the Board, the Chief Executive is responsible for leading Hightown in the design and delivery of its purpose, vision, values and strategic objectives.

Reports to: The Hightown Board, via the Chair.

Line manages: Director of Care & Supported Housing; Director of Development; Director of Finance; Director of Housing; Director of Corporate Services.

Internal relationships The Board; Executive team; wider staff group; and customers/their representatives.

External relationships: Ministry of Housing, Communities and Local Government; sub-regional partnerships; Regulator of Social Housing, Local Authorities (senior officers and elected members); funders; MPs; contractors; community and development partners; other RPs; trade and influencing bodies; Care and Support commissioners; and professional advisors.



ROLE PROFILE

Main responsibilities

- 1. Governance** - work with the Chair and members to deliver excellence in governance; including managing the full range of governance instruments and systems, and servicing the information needs of the Board to support effective decisions on the strategic direction of the organisation.
- 2. Strategy** - take ownership of the target operating model/strategic planning framework, ensuring effective resource management to deliver agreed corporate priorities; keeping abreast of challenge and opportunity across the strategic environment.
- 3. Compliance** - establish a robust policy and assurance framework to ensure compliance with regulation and legislative requirements; embedding organisational risk management, including health and safety.
- 4. Viability** - ensure financial control, stress testing and budget setting to support value for money, financial resilience and long-term viability, with an effective business plan for asset management and sustainable growth, and proactive appraisal and monitoring.
- 5. Performance** - drive high performance, supported by assurance on customer feedback, data integrity, benchmarking, robust target setting and monitoring; with a focus on quality homes and services for the wellbeing and aspirations of our residents and customers, and for future ambition to increase and improve our impact.
- 6. Culture** - drive the development and maintenance of a culture with high standards for professional conduct; where a commitment to diversity and inclusivity informs all we do, so as to tackle inequality; and encouragement of two-way communication to support a culture of openness.
- 7. Leadership** - lead the Executive encouraging collaboration and innovation for effective collective leadership that inspires, motivates and empowers staff, harnessing their engagement, so as to set the right tone for our people strategy, with a focus on improvement, behaviours, accountability and outcomes.
- 8. Business improvement** - encourage a culture of learning, continuous improvement and innovation, where customer and staff feedback is valued; promoting creativity that enables colleagues to review and reassess, with effective management of change that drives up standards and delivers value for money.
- 9. External profile** - represent Hightown and be its ambassador to support the organisation's profile across our operating areas and the wider social housing sector; manage the matrix of external stakeholder relationships to further the influence, impact and reputation of Hightown.
- 10. Customer-centric** - lead with a strong commitment to service excellence, meaningful customer engagement, and ensuring we remain focused on delivering a positive impact on customers and our communities.



Person Specification

Experience and knowledge

- Significant executive level experience in social housing, ideally at Chief Executive level.
- Strong financial and business acumen, track record of making commercial decisions in a social values framework.
- Insight into good governance practices, has had exposure at Board level, works with mutual respect for constructive challenge.
- Insight into creating effective and robust risk mitigation, internal control, value for money and performance management frameworks, which deliver positive outcomes.
- Experience of developing and delivering business plans through a collaborative approach.

Skills and abilities

- Has a strong vision and helps others to consider customer experience and welcomes scrutiny.
- Has an adaptable leadership style that makes a positive impact in a range of situations, getting the best out of people, inspiring their loyalty.
- Able to horizon scan, look outwards and appreciate local political nuance.
- Is entrepreneurial and ambitious, brings vision and is demonstrably comfortable in a changing environment, delivering growth and working at pace.
- Leads with energy, passion and drive, so that your people are effective and ambitious.
- Able to make sound judgements, provide a steer and be accountable for advice that is given.
- A strategic thinker, experienced in translating strategy into plans and action.
- Good awareness of technology and has championed new technology for improving business and service systems.
- Excellent written, presentation and interpersonal communication skills, able to tailor those.
- Strong influencing and negotiating skills, a good networker, able to get buy in to partnership working to maximise opportunity.

Personal attributes

- A high level of personal integrity and takes responsibility for expected leadership behaviour and conduct.
- Builds trust by being transparent and reliable.
- Champions the rights of customers to be influential and have access to excellent services.
- Demonstrable commitment to equality, diversity and inclusion that is embedded in all you do.
- Champions innovation and learning, embraces the insight and expertise of others.
- Works flexibly and with agility.
- Identifies with our values, is at ease with being a role model.



BOARD PROFILES



Qadeer Kiani Board Chair

**Co-opted to the Board
in February 2024**

Member of the
Remuneration &
Nominations Committee

A senior leader with social housing background and wealth of experience which spans over 30 years in diverse, multi-faceted, complex organisations in the private, public and not for profit sectors. A former housing association Chair and Chief Executive, he now runs his own successful Housing and Management Consultancy Practice which he founded in 2007.

He is an EDI Board Advisor at NHS Midlands and Lancashire Commissioning Support Unit, holds an MA degree in Housing and was previously a fellow of the Royal Institute of Chartered Surveyors.



Cordelia Pace Vice-Chair

Joined Board 2017

Chair of Remuneration &
Nominations Committee
and member of Operations
and Development
Committees
Designated Board member
for Whistleblowing

Senior Legal Counsel. A qualified solicitor, employed as Senior Legal Counsel and Compliance Manager for INEOS Oil & Gas UK.

In her current role within a large commercial company, Cordelia analyses and advises the company on how to manage its business safely, transparently and responsibly. Her role is to ensure clear governance and compliance structures are in place and used which allow the company to grow and develop.



Sarah Barton

Joined Board in 2021

Chair of Risk & Audit
Committee and member
of Development and
Remuneration &
Nominations Committees

FCA Qualified Finance Director. Former Interim Finance Director at CARE International UK until June 2022, an International NGO where she managed the UK Finance team on all aspects of financial reporting, control and finance operations. Previously Director of Financial Reporting at The Guinness Partnership. Sarah has wide experience of financial leadership across all key areas including statutory reporting, control, treasury, budgeting and capital planning, forecasting, and investment portfolio management.



Olayinka (Yinka) Bolaji

**Co-opted to the Board
in February 2024**

Member of the
Operations and
Investment Committees

Currently Executive Director for Property and Development at Wandle HA, a housing association in South London. Yinka leads teams that develops genuinely affordable homes, maintains or improves existing assets to required standard and enhances the value of the property portfolio. With over 30 years' experience, Yinka has worked in senior roles at Genesis Housing Association and Anchor Trust. He has a degree in Quantity Surveying, an MBA from University of Cambridge and a Leadership 2025 alumni, a development programme that supports and empowers black professionals to become sector leaders of the future.



Leslie Channon

**Co-opted to the Board
in February 2024**

Member of the
Operations and Risk &
Audit Committees

Leslie holds a MA in Housing studies from the University of Westminster and is a Chartered member of the Chartered Institute of Housing. She is an experienced housing consultant, trainer, facilitator, independent chair and NED – with a strong track record of creating 'pitchfork-free' zones to enable collaboration. Leslie began her housing career as the Tenant Chair of an award-winning Scrutiny Panel. She has over 13 years' experience working in resident engagement, housing policy and research, data analysis and insight, consumer regulation, and public affairs.

BOARD PROFILES



Charmaine De Souza

Joined Board in 2021

Member of Operations and Remuneration & Nominations Committees. Board lead for Equality, Diversity & Inclusion

Experienced HR leader. Currently Chief People Officer at Oxford Health NHS Trust.

Charmaine has worked across a range of sectors including the BBC, central government, London government and the third sector. She is a member of the People and Culture Advisory Group for the Money and Pensions Service.



Chris Ellmore

Joined the Board in 2023

Member of the Risk & Audit and Treasury Committees

A qualified Accountant and qualified chartered Treasurer. Director of Corporate Finance for Moat Homes, a 20,000 unit Housing association based in London and the south east. Chris has responsibility for treasury, long term planning, regulatory returns, investment appraisal and rent setting.

Chris previously worked for Moat as Interim Executive Director Finance where he had responsibility for all finance and procurement aspects of the business as well as developing the wider corporate strategy. Before joining Moat, Chris worked for a number of Local Government and Housing Association organisations in a variety of different finance roles.



Zeena Farook

Joined the Board in 2023

Member of the Development and Operations Committees

Chartered Civil Engineer and employed as Strategy Director for ArcadisGen, providing Asset Management Solutions which look at improving efficiency and NZC outcomes globally.

Zeena has over 18 years' experience in the Built Environment and has a breadth of experience from development, leading site works on major projects, to sustainability and digital solutions, building this capability into a Global business.



Alan Head

Joined the Board in 2018

Chair of Development Committee and member of the Risk & Audit and Remuneration & Nominations Committees

Retired building surveyor. Experienced non-executive director in the residential development and construction sectors.

Alan's last employment was Head of Major Projects at Three Rivers District Council where he was responsible for the direction and commerciality of the Council's development, property investment and major construction projects.



David Matthews

Joined the Board in 2020

Chair of Treasury Committee and Member of the Risk & Audit Committee

A professional Banker. Currently Managing Director, Head of Loan Capital Markets EMEA at Barclays Investment Bank where he leads a team which structures loans for large corporate clients. David is involved in a range of debt and risk management products.

David's interest in the social housing sector is long standing and he was instrumental in establishing Barclays' first dedicated Housing Association team in the 1990s.

EXECUTIVE PROFILES



David Bogle

Chief Executive

David Bogle is Chief Executive of Hightown Housing Association.

He has worked in social housing for over 40 years including 25 years as Chief Executive of Hightown and is a Fellow of the Chartered Institute of Housing. David is Chair of the Homes for Cathy group which is a group of around 100 housing associations and housing charities which works with Crisis and others to encourage housing associations to do more to tackle homelessness and rough sleeping and to lobby for more resources to end homelessness. See www.homesforcathy.org.uk



Amy Laurie

Director of Care & Supported Housing - job share

Amy has 18 years' experience in the supported housing & care sector, 2 years working frontline in services, 7 in operational management & 9 delivering strategic management. Amy is a certified practitioner of the Chartered Institute of Housing, holding professional qualifications in both supported housing and leadership & management. Amy is an expert in designing and delivering housing and support solutions across cohorts, including the formation of social enterprise schemes. As an experienced senior leader Amy has been influential in delivering new initiatives within the sector and enhancing existing provision in key areas including; Complex Needs HRS, VCS Services, Supported Living and Care.



Gemma Richardson

Director of Care & Supported Housing - job share

Having graduated from the University of Hertfordshire with her BSc in Psychology, Gemma joined Hightown as a graduate trainee in 2005 while completing work placements across the business including Housing, Leasehold, Development, Asset Management and Income Recovery. Having completed the graduate programme Gemma moved into the first of many managerial roles for Hightown commencing within the general needs housing and operations team. Since then Gemma has moved across the business and in 2012 joined the C&SH department as a senior leader. She went on to work as the Head of Department for C&SH overseeing county wide contracts and service delivery until her recent appointment into the position of Director – a role she shares with her job share partner Amy Laurie.



Carol Lovell

Director of Corporate Services

Carol Lovell joined Hightown Housing Association in July 2024 as Director of Corporate Services. She has over 20 years of housing experience, across both the local authority and housing association sectors. Most recently she was Director of Corporate Services at Housing Solutions in Berkshire.

Carol has been a member of the Chartered Institute of Housing since 2005.

EXECUTIVE PROFILES



Andrew Royall

Director of Development

Andrew Royall holds a BA Hons in Housing Studies from Sheffield Hallam University and is a Member of Chartered Institute of Housing. He has over 30 years' experience of working in housing in a number of organisations including a local authority, three housing associations doing policy work, managing a range of supported housing services and property development. He also spent three years working on a construction training/housing development project in a South African township. Andrew has worked for Hightown since 2003 starting as a Supported Housing Manager in the Care and Supported Housing Department before moving into Development. He spent 12 years as Head of Development before taking up the post as Director of Development in 2017.



David Skinner

Director of Financial Services

David Skinner has 45 years financial experience in the not-for-profit sector including 20 years in local government finance and the last 25 years working for Housing Associations. He began working in the social housing sector in 1997 with the William Sutton Trust and then as Finance Director to their subsidiary Ridgehill. In 2006 David joined the newly merged Affinity Sutton Housing Group as Director of Financial Services and in February 2009, after a short period of interim assignments, David joined Hightown Housing Association as Director of Financial Services. David is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a Fellow of the Association of Corporate Treasurers (FCT).



Natalie Sturrock

Director of Housing

Natalie Sturrock holds a BA Hons in Sociology from the University of Exeter, and is a Chartered Member of Chartered Institute of Housing, having completed the Level 5 Professional Diploma in Housing in 2017. She has over 13 years' experience of working in housing, and started her career as a Tenant Board Member for a Housing Association in South-West England. Natalie has extensive experience of housing management and has worked for Hightown since 2008. She started as a Graduate Trainee, before moving into Home Ownership and then General Needs housing management. She spent 7 and a half years as Head of Housing, before taking up the post of Director of Housing in June 2022.

KEY TERMS AND CONDITIONS

Salary and reward package

The salary for the role is £225,000 pa.

- A defined contribution pension scheme (SHPS) with an employer matched contribution of up to 4%.
- Car allowance and 1% performance bonus.

Leave

25 days increasing to 27 Days annual leave, plus bank holidays.

Flexible working and location

Hightown operates with usual office hours, operating with a hybrid of home and office-based working. However, as this is a leadership post, flexibility is expected in fulfilling the role requirements. This will include evening work and occasional weekends too.

The office is currently located at Hightown House, Maylands Avenue, Hemel Hempstead, Hertfordshire, HP2 4XH.

Visibility across the entirety of the operating geography is going to be key.





KEY DATES AND SELECTION PROCESS

Closing date: Monday 28th October 2024

We will be in touch with candidates by Wednesday 6th November to advise on the outcome of their application.

First interviews: Monday 11th November (online)

Longlisted candidates will be invited to an interview with a Campbell Tickell panel (Jim Green and Bill Barkworth), and a 1:1 conversation with Qadeer Kiani, Chair.

Candidates be notified of the outcome of their interview on **Friday 15th November**.

Second stage selection

Stakeholder sessions - Thursday 21st November

Candidates will have an opportunity to meet and have a discussion with the Board, as well as meeting a range of stakeholders in a speed-networking format including residents, executive team and external stakeholders. All of these sessions will take place on the same day at Hightown's offices.

We will ask you to prepare a presentation in advance, to be delivered to the Board.

Panel interview - w/c 25th November

The final panel interview will be led by the Chair, Qadeer Kiani, and will include Cordelia Pace, Vice Chair and Chair of Remuneration & Nominations Committee, and Charmaine De Souza, Board member. The panel will be supported by Trudi Kleanthous, Head of Governance and Company Secretary, and Jim Green from Campbell Tickell. The interviews will take place on the same day at Hightown's offices.

If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.



Chief Executive

£225,000

Hertfordshire, Buckinghamshire and Bedfordshire

Building homes. Supporting people.

We are one of the country's fastest growing housing associations employing over 1,000 staff, with over 9,000 existing homes and 90 care and supported housing services and a development programme that will deliver a further 1,000 homes over the next three years.

However, our impact extends beyond being a housing developer, service provider and landlord, providing critical services such as financial inclusion and safeguarding for victims of domestic abuse and people living with mental health challenges, homeless night shelters and additional support and resettlement services for homeless people.

With our longstanding current Chief Executive standing down after a tenure of distinguished success for the organisation, we are excited to be seeking a

new Chief Executive to lead our organisation. We look forward to welcoming a visionary new leader to take our organisation forward in the coming years, continuing to build on our strong foundations and further enhancing the impact of our work.

With a proven track record in executive leadership in the housing sector and experience of effectively managing partnerships, your ambition for Hightown will be matched by your drive and ability to get the best of the whole organisation, inspiring our brilliant staff and encouraging their creativity.

This is a unique chance to lead a thriving, inclusive and dynamic organisation, and we look forward to hearing from qualified candidates who share our excitement about shaping Hightown's future.

For a confidential discussion please contact **Bill Barkworth**, at Campbell Tickell: bill.barkworth@campbelltickell.com to book a time for a conversation or call **07706 369273**. You can download a job pack at www.campbelltickell.com/jobs.

Closing date: Monday 28th October 2024 at 9am.