

CAMPBELL
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SOUTH DEVON RURAL
HOUSING ASSOCIATION LIMITED

Chief Executive Officer Recruitment pack

April 2019

Your application

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: southdevon@campbelltickell.com.

Applications must be received by Tuesday 7th May 2019 at 12 noon

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call us on 020 3434 0990. To help avoid your submission being treated as spam, please use a secure email address from which to send your application, and refer to the role and organisation in the header.

Please feel free to call 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.

Kind regards

Mark Glinwood

Mark Glinwood
Senior Associate Consultant
07944 411 484

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Welcome to South Devon Rural Housing

Dear Candidate

I am delighted that you are interested in becoming our next Chief Executive Officer.

At a time when much of the sector debate is centred on scale, amalgamations and diversification we are unapologetic about our enduring focus on people, community and service quality. Our next CEO will have their roots firmly based in the social housing sector. These skills, along with a values-based style of leadership, will enable South Devon Rural to continue to make a real difference to those living in our communities, today and in the future.

I hope the information shared within this pack gives you a strong feel for our values, style and ambition. It is these elements of our organisational culture that drive our determination to be the best we can. If you have the relevant experience, share our ambition and want to lead the day to day operations of team South Devon Rural, I do hope you will apply. Should you decide to do so, I very much look forward to meeting you during the forthcoming process.

Yours sincerely

TR Hands

Chair



About South Devon Rural Housing

Dartington Housing Association (now called South Devon Rural Housing Association Limited) was established in 1958 under a joint initiative between the, then, Totnes Rural District Council and The Dartington Hall Trust. Its purpose at that time was to provide housing for staff retiring from work on the Trust's country estate.

The Association has evolved over the years into a strong, community based, organisation for South Devon. It has sound working links with the local communities, South Hams District Council, Teignbridge District Council, Devon County Council, Social Services and other statutory and voluntary agencies. It has an enviable reputation in South Devon for the quality of its housing and services.



The Development of SDRHA

SDR benefited for many years from the skills and experience of a Chartered Surveyor who ran the organisation on a part time basis. Following changes to the social housing sector in the late 1980's, and their senior employee's wish to retire, it was decided to appoint a full time manager.

Between 1994 and 2000 the Association increased its housing stock by one third. It also participated in a number of initiatives including the Tenants Incentive Scheme, local authority funded and joint funded projects and the purchase of existing satisfactory houses. SDR continued to strengthen its already well-established relationships with South Hams District Council and Social Services and developed its work with Teignbridge District Council. The Association provided its first supported housing project for young single vulnerable people and a small community hall for local people at Cornwood.

SDR is one of more than 2000 housing associations of different types in England, 98 of which are in the South West Region. As with the public sector, these not-for-profit organisations have social objectives at the heart of their work, while like the private sector at its best they are entrepreneurial and flexible. Whether they be in the core business of providing affordable rented or shared ownership homes, or one of the many forms of housing related support services, all share a system of values about service to tenants and other "customers", and to the community. In latter years associations have had to be more commercial in operations to continue to deliver quality affordable housing.

Management Services

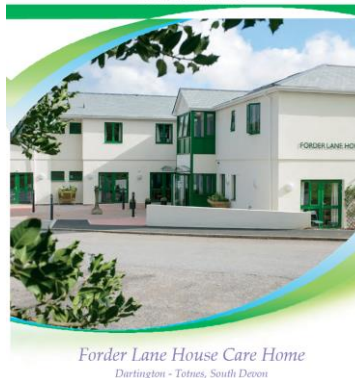
The Association provides a wide range of management services ranging from a full management service for other Housing Associations, to the management of individual properties. We are currently also leasing properties on a long-term basis (10 years), providing affordable housing in South Devon.

We provide a quality leasehold management service to blocks of flats in South Devon.

We are also looking at models of management to assist people with learning disabilities live independently in the community, with support from a third party. We can source and manage properties for parents or others who wish to provide a stable, sustainable solution for the accommodation needs of someone with learning disabilities who wants to live independently.

We work with support providers to facilitate independent living for people with learning difficulties and our first house - housing two individuals - was let in 2011. This model allows two individuals to share a house but have individual tenancies. Below is a specialist support organisations we work successfully with.

[Camphill Devon Community Web site](#)



Services to leaseholders

We are a not-for-profit Housing Association who provide a wide range of services. We actively seek to manage leasehold blocks of flats on a competitive commercial basis. Currently, we have approximately 90 properties in this category. Some of these arrangements are about housing people for the first time in their own shared ownership or in independent living after a vulnerable start to adult life.

Photo Montage of Developments



From top left down to bottom right:
Merryfield, Buckfastleigh, supported living with Camphill residents; Thurlstone Passiv Haus designs; award winner Architects conceptions of Brimhay, Dartington, a complex of affordable flats and market homes; Morleigh Scheme, working with locals to deliver affordable homeownership Rural Homes Ltd: SDRHA's development.

South Devon Rural Housing people



(From L to R): Eileen Jackman – Housing Assistant; Linda Bellamy – Finance Assistant; Francis Bourke (back row) – Operations Director; Julie Garner – Services Officer; Elena Davis – Housing Officer; Alan Fox – Managing Director (Rural Homes Limited); Brian Chapman – Maintenance Inspector; Steve Prime – Former CEO

Claire Barnett **Finance Director/Interim CEO**

Claire worked in local government for 11 years where she qualified as an AAT in 1991 then as a CIPFA accountant in 1995. She took a career break for 5 years before returning to local government in Adult Social Care finance for a further 2 years. She relocated to Devon in 2006 and started working for South Devon Rural HA in 2007 as the Finance Manager. She became Finance Director in 2011 and deputises for the Chief Executive in their absence.



Francis Bourke **Operations Director**

Francis has wide experience of working in social housing, including a number of management positions, working in varied size organisations, across the country. Francis joined South Devon Rural in 2013, and prior to joining South Devon Rural, worked in two management roles at Teign Housing in Newton Abbot. Originally from the North West Of England, Francis has been working in Devon for nearly 10 years. He is a Chartered Member of the Institute of Housing, (CIHCM), a Member of the Chartered Management Institute, (MCMI) and member of the Institute of Residential Property Management (MIRPM) and has ILM level 5 in Management and Leadership, plus a degree in Housing Management and Development. Francis also deputises for the Chief Executive in their absence.



Board Team

The Board

The Board takes responsibility for setting the direction for the organisation, including the compliance with financial, risk management and general management regulations and best practice. SDR is part of a benchmarking group to allow comparison with other Housing Associations of similar size. The members bring a wide range of professional and practical skills to bear and new members are currently being recruited. The members are all unpaid volunteers who take their task seriously and share work between them as appropriate.

Roger Hands Chairman

Roger is a Chartered Surveyor and runs a private survey and property practice based in Totnes. Previously, he ran the property and administration of a large national Charity. He brings vast experience in the sector, and in business generally, to SDR's Board. He continues to be involved in community projects and in running his families other enterprises. He has been a Board member for just over 2 years and took the Chair in January 2019

Sally Fairman Vice Chair

Sally has been a board member in two instances ranging over near 10 years. She brings with her experience of SDRHA's long history and local government policy as a former Deputy Chair of South Hams District Council. In 1995, Sally was appointed to the Housing Board as a Local Authority nominee. Her first priority is supported living and specialist care housing. Retired now, she has a passion for appropriate homes for people in need. 'We have never let economies of scale change our ethos that small is beautiful.



Jim Davis

Jim served as SDR's Chair of the Board from 2016-18 and he is a Structural Engineer, with his own firm since 1990's and is still practicing in London part-time.

Seb Stewart

Seb joined SDRHA's Board in 2016. He is Managing Director of Care & Custody (Health) at Mitie specialising in forensic and offender healthcare. Seb has previously worked in a number of Support Services including Capita, Amey and Reliance where he was the Managing Director of their Home Affairs business. Seb was an Army Officer in the Duke of Wellingtons' Regiment and has an MBA from the University of Southampton.



Prana Simon

Prana served as Vice Chair for SDR Board from 2015-18. She is a tenant advocate, fundraiser and small business owner. Interests in eco-building and affordable housing alternatives in both materials and funding.



Role profile

Reporting to:	Chief Executive
Responsible for:	Finance Director Operations Director Care Manager South Devon House
Job purpose and primary objectives:	
<p>To ensure that South Devon Rural Housing Association:</p> <ul style="list-style-type: none"> • Is led effectively and continually developed to achieve SDRHA business objectives and Operational Plans • Is a successful Housing Association providing a high-quality affordable housing and housing management service • Is an efficiently run organisation and that its Board of Management is enabled to manage the organisation's affairs • All staff run smoothly as a team and collaborative, collegiate support network adheres to proper systems of control risk assessment and risk management and that regular reports on these are provided, at least annually, to the Board • Is a member of SW Benchmarking Group and we are in Partnership South West which is managed by Live West for grant funding. Regulator of Social Housing is the government body that regulates are activities • Creates an environment of innovation and networking with all the organisation's partners—internally through subsidiary companies and externally with contractors and governing bodies • To always act in the interests of the Association adhering to SDRHA vision, mission and values at all times • To work with the Chair in ensuring that the business of the Board is properly conducted • Holds executive responsibility for all functions within the organisation including its subsidiary companies • To act as Company Secretary, ensuring that the Board and all Committees are serviced effectively. • To fulfil the role of 'responsible person' for the Forder Lane House Care Home which is owned by SDRHA as defined in Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5 	

Key responsibilities
<p>STRATEGIC LEADERSHIP</p> <ul style="list-style-type: none"> • To assist and support the Board in determining the strategic direction of the organisation and review the corporate strategy and business plan annually. • To draw upon intelligence, research and knowledge of the local housing market and environment, advising on options and opportunities. • To maintain and develop effective professional networks that will add value and ensure that SDRHA is viewed as an influential and reliable partner. • To represent the organisation, acting as an ambassador to enhance its reputation. • To develop strategic plans that ensure that SDRHA's work in partnership with a range of other agencies and partners to widen opportunities for tenants, residents and the local communities. • To be accountable to the Board for effective leadership and management of the organisation's operations to ensure the delivery of strategic business objective • To ensure that the organisation's financial security, performance and reputation are maintained through the effective management of assets, investment, financial and operational strategy and systems to maintain viability and sustainability. • To develop and maintain effective internal and external communication systems to promote the development of services provided to customers. • To establish the organisation as a leading contributor to local communities, in the South Devon economy and environment. • To proactively monitor and regularly review performance and structure in order to anticipate and enable the organisation to respond to changing demands and circumstances in the operating environment. • Forge and revitalise collaboration within the organisational culture. Using teamwork opportunities for networking and joined-up resources, within the various arms of SDRHA's business activities. • To actively promote Equality and Diversity throughout the organisation <p>External Liaison and Promotion</p> <ul style="list-style-type: none"> • Ensure that SDRHA tenants, customers and beneficiaries are at the heart of the organisation's operations • Maintain and develop relationships with key partners, agencies, local authorities, regulatory bodies, funders and other stakeholders to promote SDRHA and achieve Business Plan objectives • Promote and represent SDRHA with prospective stakeholders and partners, acting as an ambassador to enhance its reputation • Continue to work closely with the Local Authority teams in the area of our operations • Embed partnership working within the organisational culture, and be a partner of choice in order to maximise added value to SDRHA • Review opportunities for further enhancing the Business Plan through partnership working on an ongoing basis, and advise the Board accordingly

- Ensure preparation of the Annual Report and other SDRHA promotional material
- Assist the Chair in developing agendas for Board meetings, and managing the contribution of board members, maintaining effective Board relationships
- Work with the Chair to sustain governance and regulation requirements in line with the HE’s new regulatory framework
- Advise on and develop recommendations, and carry out Board decisions within the organisation as determined by the Board
- Ensure sufficient information is provided where required so that the Board Chair and members are able to make informed decisions and appropriate judgments
- Act as a collaborative liaison between the Senior Management Team and the Board

Direct Leadership responsibilities:

- Manager of South Devon House
- Finance Director
- Operations Director
- Care Manager—Forder Lane House
- Rural Homes Ltd. Directors’ Liaison

Responsible person:

- To fulfil the role of ‘responsible person’ for the Forder Lane House Care Home who meets the requirements of Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5

Person specification

Please ensure that you demonstrate in your application how you meet the essential criteria below.

Essential Qualifications
<ul style="list-style-type: none"> Educated to Degree Level/relevant professional qualification or significant successful track record in senior charity/third sector executive roles <p><u>Desirable:</u></p> <ul style="list-style-type: none"> Experience of managing multiple functions within Social Housing or property management environment Previous experience as senior manager or director of a department or function responsible for staff management and budgetary control
Experience
<p><u>Desirable:</u></p> <ul style="list-style-type: none"> Engaging key stakeholders and achieving improved service delivery Corporate management, risk management and people management Managing complex finances and budgets Stakeholder management, collaboration and networking Working under different governance and scrutiny arrangements in a not-for-profit or public sector organisation <p><u>Desirable:</u></p> <ul style="list-style-type: none"> Delivering care and support services Operating as a member of a senior management team Reporting to Board Successfully negotiating with public sector bodies on major policy or Leading organisational change in a people focused environment <p><u>Desirable:</u></p> <ul style="list-style-type: none"> Experience of the care sector, particularly Registered Care, and able to fulfil the role of responsible person' as defined in Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5 operational issues
Knowledge and Abilities
<ul style="list-style-type: none"> Comprehensive knowledge of the housing sector Thorough understanding of corporate governance

- Understand of finance, funding, budgets and procurement
- Literate, numerate and IT proficient
- Previous responsibility for controlling a revenue budget
- Leadership qualities, evidenced through a track record of successfully motivating staff, ideally through a period of change or challenge
- An understanding of, and commitment to SDRHA's aims, values and competencies
- Knowledge of the local community and local government
- An understanding of the risks associated with property assets and investment
- Able to fulfil the company secretary role
- Knowledge of regulation within the care sector, particularly Registered Care, and able to fulfil the role of responsible person' as defined in Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 5

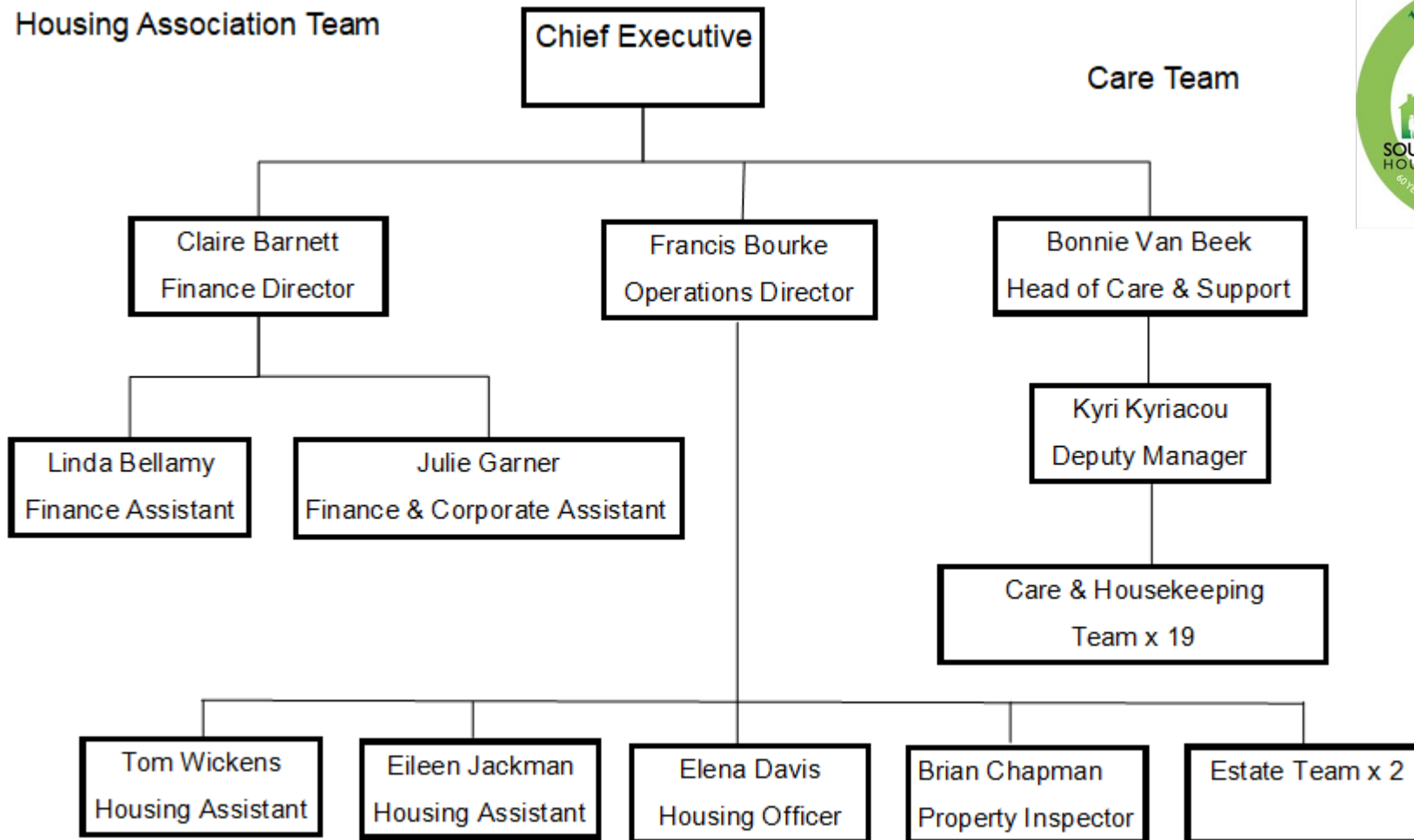
Skills/Competencies

- Outstanding leadership skills with the ability to create a Strategy Map and Operational Plan that is meaningful for all employees
- Ability to think strategically and put action plans in place to grow and develop SDRHA in line with long term business plans
- Exceptional communication skills to liaise with residents, public officials, lay Board of Management members, professional staff on policy and operational matters
- Financial and business planning capabilities
- Able to communicate effectively with the full range of SDRHA's contacts (residents, public officials, lay Board of Management members, professional staff) on strategic, policy and operational
- Ability to listen actively

Personal Attributes and Attitude

- Trustworthy
- Punctual
- Friendly
- Collaborative
- Commitment to equal opportunities
- Flexible
- Can do attitude
- Strong sense of social purpose

Governance and leadership structure



Key terms and conditions

JOB DUTIES	As job description
OTHER EMPLOYMENT	No other employment or professional engagement without permission of Chairman
PLACE OF WORK	From SDR offices in Totnes but requiring travel as required by the exigencies of the job
MOBILITY	SDR reserve the right to ask the post holder to work on a permanent or temporary basis from premises other than SDR offices but within a reasonable travelling distance of them
HOURS OF WORK	Monday to Friday 8 am - 4pm plus any additional hours required for the normal performance of duties; which may include public holidays, evenings and weekends
OVERTIME	The requirements of working time are as above , the salary having been set in consideration of the requirements and there is no right to receive additional remuneration
MEAL BREAKS	One hour unpaid
REMUNERATION	The salary will be as agreed and will be reviewed annually by the Board. There is no automatic right to an increase
BONUS SCHEME	SDR operates a discretionary bonus scheme based on the performance of the company and the achievement of mixed targets , which may include personal , team and business targets . Such payments are at the sole discretion of the Board, who retain the right to vary sums paid or modify/withdraw the Bonus Scheme without compensation
EXPENSES	Travelling on company business will be reimbursed as to travel/accommodation and out of pocket expenses at appropriate HMRC rates : receipts to be provided within 1 month
HOLIDAYS	Holiday year is from 1st April and is 31 days per annum , apportioned at the rate of 1/12 per month worked if less than a full year. Holiday pay for days not used during any final year of employment will be paid. No carry forward unless approved by the Chairman under exceptional circumstances. In addition, there are 8 public holidays allowed as part of annual entitlement
SICK PAY – SSP	will be paid and the company also operates a separate discretionary sick pay policy but that any total considered appropriate will include SSP
PENSIONS	The company contribute 8% to the persons pension fund - a contracting out certificate is no in force. Employee contributes 5%

Key dates and the selection process

Closing date: Tuesday 7th May 2019 at 12 noon

We will be in touch with candidates from Tuesday 14th May to advise on outcome of application.

First interviews: w/c 21st May 2019

Longlisted candidates will be invited to an interview with panels from both SDR and Campbell Tickell panel. This will take place in Ashburton.

Final interviews: 4th June 2019

Shortlisted candidates will be invited to an interview with South Devon Rural Housing panel. This will take place at a venue to be advised near to Totnes.

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

Media advertisement




SOUTH DEVON RURAL
HOUSING ASSOCIATION LIMITED

Chief Executive Officer

£70,000 plus performance related bonus – Totnes

Our next CEO will inherit a vibrant and well-run organisation driven by being the best that we can. Delivering a full range of high-quality services in the heart of Devon, the opportunity provides everything a dedicated professional, motivated by wanting to meet housing needs and enriching communities, requires in the next step of their career.

Our focus is clear – people, community and service quality. To achieve these goals, we are looking for a talented leader with a sound understanding of the economics that underpin a well-run, socially oriented

business – whilst having their roots firmly based in the social housing sector. These skills, along with a values-based style of leadership, will enable us to continue to make a real difference to those living in our communities, today and in the future.

To find out more download the candidate pack at www.campbelltickell.com/jobs. For an informal and confidential conversation with our specialist recruitment advisers lead consultant, Mark Glinwood at Campbell Tickell call 07944 411 484. Closing date for applications: 12 noon, on 7th May.

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