



CHAIR & BOARD MEMBERS

Hightown Housing Association
Building Homes. Supporting People.

INTRODUCTION AND WELCOME

Thank you very much for your interest in the roles of Chair and Board member at Hightown Housing Association.

On the following pages you will find details of the roles and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but please read this Pack carefully as it will provide you with an overview of the organisation and role.

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 supporting 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 **Friday 8th December 2023** at 12 noon.

We look forward to discussing this opportunity with you.

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 your interest in our Board vacancies. This pack has been prepared to provide further information about Hightown and the roles of Chair and Board Member, and hopefully adds up to an inspiring proposition and encourages you to apply.

Our values and our mission – ‘Building homes. Supporting people.’ – tell you that Hightown is committed to providing high quality affordable housing and excellent housing and support services to those who cannot afford to buy or rent on the open market and those who have disabilities or specific support needs. We currently own and manage 8,650 homes housing almost 17,000 residents and provide care and support services through over 90 projects.

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.

So, what are we looking for in our new Chair and Board members?

In our Chair we want someone who will champion our vision and values and has a good understanding of the strategic landscape for housing providers, gained through an executive or Board role. We have a well-balanced Board and will look to you to provide a naturally collaborative style that gets the best out of your colleagues, bringing energy and focus to all that the Board does. Ideally you will have a good knowledge and insight into regulatory compliance and excellence in governance.

With our current Chair stepping down at our AGM in 2024 you will initially be appointed as a Board Member with the title of Chair Designate. You will work closely with our current Chair in the months ahead to settle into the role whilst being given the time and freedom to understand the dynamics of our Board, building your own key relationships with our Chief Executive, the Executive Team and your fellow Board Members.

As Board Members, we look for people who believe in our vision and can bring strategic insight. Experience of working at a senior level in a complex and diverse business like ours would be valuable as well as a rounded understanding of good governance gained through Board or committee working.

Ideally, one of the two new Board Members would have a significant background in social housing and the other would have some lived experience as a social housing resident or a housing support service user. But applicants with other relevant skills and experience will be considered.

Please do your own due diligence, ask others what they think of us and speak to our retained consultants – Campbell Tickell. We are confident that you will see and hear good things about us.

We look forward to hearing from you.



David Bogle
Chief Executive



Cordelia Pace
Vice Chair / Chair of Remuneration
& Nominations Committee

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 8,650 homes - mostly in the Dacorum and St Albans areas but also in other parts of Hertfordshire, Buckinghamshire, and Bedfordshire. We employ over 1,000 staff (mainly in our care and supported housing schemes) and our annual turnover is £126 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.

We have been the fastest growing housing association (according to Inside Housing) in four out of the last five years and will deliver over 1,000 new affordable homes in 2023 and 2024

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.

Our Mission

Building homes. Supporting people.

Our Values

- Put residents and service users first
- Treat people with respect
- Be cost effective
- Don't compromise standards or safety
- Develop passionate and committed teams



About us

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.

Our Annual Report

Each year, Hightown publishes an Annual Report which highlights our achievements in Care and Supported Housing, Development and Housing. You can read a copy of our report on our [website](#).



OUR IMPACT AT A GLANCE



104 homeless people were given a bed at the Open Door shelter in 2022/23.



Our annual turnover is **£126 million.**



We support over **750** service users in over **90** schemes.



49% lettings made to statutorily homeless households.



We employ over **1000** full and part time staff.



We have plans to build over **1,000** homes in the next two years.

Find out more about our **social impact** on our [website here](#)



We own and manage over **8,650 homes**

ROLE PROFILE - CHAIR

JOB TITLE: Board Chair

RESPONSIBLE TO: The Board

Role Purpose:

- To provide strategic leadership to the Hightown Board, working with all Board Members in setting the vision and direction in accordance with Hightown's Strategic Plan.
- To engage the Board and Chief Executive, leading them to uphold Hightown's mission and values and support Hightown's social purpose.
- To create a collective and collaborative culture across the Board and Executive Team to ensure an effective and accountable governance infrastructure.
- To maintain a close understanding of the housing and support sector and regulatory issues.
- To contribute relevant experience, expertise and insight including effective chairing of meetings.
- To ensure that the views and interests of residents, staff, and other key stakeholders are represented at a strategic level.
- To maintain a close working relationship with the Chief Executive to ensure effective delivery of Hightown's strategies and ambitions.



Key Responsibilities

- Oversee accountability for the direction and control of the Association with the rest of the Board and Chief Executive.
- Support, challenge and advise the Chief Executive and support necessary decision making between meetings.
- Understand and maintain the distinction between executive and non- executive roles and responsibilities.
- Be an ambassador for Hightown, working with the Chief Executive to agree on the management of key external stakeholder relationships.
- Lead on defining and upholding the Association's mission, vision and values and ensure that obligations to Hightown's residents, service users and other stakeholders are understood and reflected in its strategies and policies.
- Ensure robust financial, internal controls and systems of risk management are in place.
- Ensure appropriate reward policies and practices and succession planning processes are in place for the Board and Executive team.
- Ensure the highest standards of corporate governance in compliance with regulatory requirements including compliance with key legislative requirements such as Health & Safety and Equality and Diversity.
- Lead on regular appraisals of individuals and on collective Board effectiveness.



Person Specification - Chair

Skills and Experience

- Knowledge and understanding of social housing and support services.
- Commitment to equality, diversity and inclusion principles.
- Ability to combine financial acumen with an understanding of operational and service priorities and challenges.
- Ability to maintain a focus on the long term vision and strategy, to make sound judgements and demonstrate accountability both corporately and personally Ability to energise, motivate and inspire others.
- Ability to manage conflict and ensure that the needs of the Association are prioritised in any resolution.

Competencies

Each year, Hightown reviews the collective Board skills that are required and this informs the specific technical skills which are sought to fill each vacancy that arises. However, there are also a number of core competencies that we require of all Board members.

- Effective communication skills.
- Ability to make an active contribution and provide constructive challenge.
- Ability to analyse complex information.
- Effective teamwork skills and ability to work collaboratively in the interests of Hightown.
- Resident/customer/stakeholder focus.
- Ability to commit sufficient time to prepare for and attend all meetings including reading Board and Committee papers in advance.



Role profile - Board Member

JOB TITLE: Board Member

REPORTS TO: The Chair

ROLE PURPOSE

- To work with the Board and Chief Executive to lead Hightown in its mission to build homes and support people.
- To engage positively and collaboratively with the rest of the Board supporting collective decision making
- To ensure good governance, financial viability, and compliance with the appropriate regulatory and statutory frameworks.
- To work with the Board to define strategy.
- To contribute relevant experience, expertise and insight to help ensure that Hightown fulfils its potential.
- To ensure that the views and interests of residents, staff and other key stakeholders are represented at a strategic level.

KEY RESPONSIBILITIES

- Share responsibility for the direction and control of the Association with the rest of the Board and Chief Executive.
- Work with colleagues to set the Association's vision and values and ensure that obligations to Hightown's residents and other stakeholders are understood and reflected in its strategy and policies.
- Uphold the values of Hightown and provide appropriate oversight, governance, leadership and challenge to Hightown in pursuit of its strategies.
- Scrutinise the performance of the Association and its management team in meeting agreed goals and objectives and monitor the reporting of performance.
- Understand and maintain the distinction between executive and non- executive roles and responsibilities.
- Ensure the financial viability of the Association through effective business planning and budgeting. Ensure that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information.
- Contribute to the review and evaluation of opportunities, threats and risks in the external environment and the relative strengths and weaknesses of the Association to ensure effective strategic decision making.
- Ensure that appropriate human resources are in place for the Association to meet its objectives, including contributing to the succession planning for the Board and Executive team.
- Promote the highest standards of corporate governance in compliance with regulatory requirements including ensuring compliance with key legislative requirements including Health & Safety and Equality and Diversity.

Person Specification - Board Member

Skills and Experience:

- Strategic insight and experience of working at a senior level in a similarly complex and diverse organisation.
- Interest in or understanding of social housing and support services.
- Commitment to equality, diversity and inclusion principles.
- Ability to combine financial acumen with an understanding of operational and service priorities and challenges.
- Ability to make sound judgements and willingness to be accountable for expressed views.

Competencies:

Each year, Hightown reviews the collective Board skills that are required and this informs the specific technical skills which are sought to fill each vacancy that arises. However, there are also a number of core competencies that we require of all Board members.

- Effective communication skills.
- Ability to make an active contribution and provide constructive challenge.
- Ability to analyse complex information.
- Effective teamwork skills and ability to work collaboratively in the interests of Hightown.
- Resident/customer/stakeholder focus.
- Ability to commit sufficient time to prepare for and attend all meetings including reading Board and Committee papers in advance.

Additional Competencies

Hightown is ideally seeking Board Members with skills and experience in one of the following areas. But applicants with other relevant skills and experience will be considered.

Please use your supporting statement to detail your skills/experience in these areas:

Housing - a background at a senior level either as an executive or non-executive in housing management and/or asset management.

Lived experience – experience of living in social housing or as a user of support services, bringing knowledge and a shared understanding of the needs of our tenants and service users. You could be one of our existing tenants or a tenant from another social housing provider.

BOARD PROFILES



Bob Macnaughton Board Chair

Joined Board 2015
Chair since 2017

Member of the
Remuneration &
Nominations Committee
and Treasury Committee

Chartered Accountant and former company Chief Executive. He has had a career as a senior executive in a number of large and small businesses. More recently he has been involved in the development of commercial property and renewable energy schemes.

He is Chair of Board of Trustees of ACS International Schools and is a Board member at the University of Hertfordshire.



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 Pickup CBE Vice-Chair

Joined Board in 2017

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

Qualified Accountant, Sarah is Acting Chief Executive of the Local Government Association (LGA).

In her current role she is engaged in national policy discussions on a range of matters including social care, local government finance and national housing policy. She is chair of HUC, a community interest company delivering primary care and integrated urgent care services for a number of Integrated Care Boards. She is also Trustee of the Nuffield Trust and of a local arts charity in Hertford. Sarah has extensive experience in the social care sector including commissioning and being responsible for the management of care and supported housing.



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.



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.

BOARD PROFILES



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 & 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 & enhancing existing provision in key areas including; Complex Needs HRS, VCS Services, Supported Living & 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.

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

Remuneration (Chair)

The annual salary will be a maximum of £13,000 plus all reasonable expenses incurred in the performance of the role.

Term of office (Chair)

The Chair serves for 6 years subject to a 3-year review.

Time commitment (Chair)

3 to 4 days per month – this includes Board meetings, committee meetings, strategic Board events, training, and induction, reading and preparation for Board meetings, and attendance at our customer and other stakeholder events.



Remuneration (Board member)

£5,800 per annum. All reasonable expense incurred in the performance of the role will also be reimbursed.

Term of office (Board member)

A Board member serves for 6 years subject to a 3-year review.

Time commitment (Board member)

1 to 2 days per month – this includes Board meetings, committee meetings, strategic Board events, training, and induction, reading and preparation for Board meetings, and occasional attendance at our customer and other stakeholder events.



For both roles you may be required to devote additional time particularly when the organisation is undergoing a period of increased activity. At certain times it may be necessary to convene additional Board, Committee or general meetings which will be done in accordance with the Constitution.

Location - unless otherwise informed meetings will be in-person and mostly held at 7pm in the evenings at: Hightown House, Maylands Avenue, Hemel Hempstead, Hertfordshire, HP2 4XH.



KEY DATES AND SELECTION PROCESS

Closing date: Friday 8th December 2023 (at noon)

We will be in touch with candidates by Monday 18th December 2023 to advise on the outcome of their application.

First interviews: Tuesday 2nd January, Wednesday 3rd January or Tuesday 9th January 2024

Longlisted candidates will be invited to an interview with a Campbell Tickell panel (Bill Barkworth and Caroline Wilson) and a 1:1 conversation with David Bogle, Chief Executive.

Candidates will be notified of the outcome of their interview w/c 15th January 2024.

Final interviews: w/c 22nd January 2024

The final panel interview will be led by Cordelia Pace Vice Chair with support from Charmaine De Souza, David Bogle, Chief Executive, and Bill Barkworth from Campbell Tickell.

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

Chair Designate

£13,000 pa | 3 to 4 days per month.

Board Members x2

£5,800 pa | 1 to 2 days per month.

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 8,600 existing homes and 90 care and supported housing services and a development programme that will deliver a further 1,000 homes over the next two years.

However, our impact extends beyond being a housing developer 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. As such your values, your passion to ensure residents and service users remain at the heart of everything we do, and your commitment to our social purpose will be important.

As Chair you will have a good understanding of the strategic landscape for housing providers, gained through an executive or Board role. You can provide focus, support and challenge and have a naturally collaborative style that gets the best out of people. Ideally you will have a knowledge and insight into regulatory compliance and excellence in governance.

Chairing experience would be helpful, but we are happy to consider experienced board members looking for their first chair role.

Initially appointed as a Board Member with the title of Chair Designate, you will join our Board and work closely with our current Chair in the months ahead to settle into the role whilst being given the time and freedom to understand the dynamics of our Board, building your own key relationships with our Chief Executive, the Executive Team and your fellow Board Members.

In a new Board member, we look for someone who can bring strategic insight, experience of working at a senior level in a complex and diverse organisation like ours and lives values that are in tune with our purpose. Ideally, for one of these two roles we are looking for someone with a significant background in housing management or asset management. For the other, we would like to hear from candidates with lived experience as a social housing tenant or housing support service user who brings a strong understanding of good governance gained through Board or committee working.

Closing date: **Friday 8th December 2023 at 12 noon.** 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.