



 The Hillcrest Group of Companies

Governing Body Members

Recruitment Pack

www.hillcrest.org.uk

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Hillcrest Housing Association Ltd. Reg. No. SC006809



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INTRODUCTION

Dear Applicant,

Thank you for your interest in applying to become a Governing Body Member (GBM) in Hillcrest.

With this pack is information designed to provide a briefing on Hillcrest and the requirements and characteristics we are seeking in new Governing Body Members. The information pack contains;

- an application form
- a GBM generic role description
- a fact sheet listing a comprehensive range of desirable skills, experience and competencies

Hillcrest have both a short and a medium-term objective from this recruitment process. In the short-term we have a mixture of vacancies on some Boards and a shortfall of some skills and experience which we aim to fill over the next few months. In the medium-term we wish to identify other potential Governing Body Members for the future as current members naturally retire or as we identify new skill sets that a particular Board requires.

The process of selection will involve an initial appraisal of applications received. This will be followed by an invitation to an informal interview/discussion for those selected. The purpose of the interview/discussion is to explore the expectations and interests on both sides. The Chair of Hillcrest Housing and the Chairs of some of the trading subsidiaries will be present for these informal interview/discussions. There will also be the opportunity, prior to these interviews, to receive an information briefing from senior staff at the Hillcrest HQ.

In the meantime please contact me should you have any further queries or require additional information. I look forward to receiving your application in due course.

Yours sincerely,

Angela Linton
Group Chief Executive

General Role Description for Governing Body Members in Hillcrest

As a Governing Body Member you will;

- (1) Maintain a focus on strategy and performance and not be distracted by detail.
- (2) Question intelligently, challenge rigorously and debate constructively yet dispassionately.
- (3) Uphold the values, objectives and vision of the organisation.
- (4) Contribute to and accept responsibility for the Governing Body's decisions.
- (5) Prepare for meetings and attend regularly.
- (6) Keep your own learning and knowledge up-to-date and attend relevant training sessions and events.
- (7) Declare any relevant interests and respect confidentiality of information.
- (8) Represent the organisation positively and appropriately.
- (9) Participate in reviews of the performance of the whole Governing Body and of your own contribution.
- (10) Gain the trust and respect of other Governing Body Members.
- (11) Support executives in their leadership of the business while monitoring performance.
- (12) Uphold the highest ethical standards of integrity and probity and comply with the organisation's Code of Conduct.

Board Skills Matrix

Skill	Definition
Governance and Regulatory	<p>Experience of governance, regulatory framework, compliance, risk and assurance systems:</p> <ul style="list-style-type: none"> • Understanding of the statutory requirements of good governance and the role of a director. • A knowledge of the operating environment of the social housing sector, care sector or charitable law as required. • An understanding of risk management, its role in an organisation and how to manage and mitigate key risks. • Experience of working as an executive or non-executive Director at a senior level of a private company, local authority or third sector organisation. • Experience of Chairing Board/Committee Meetings.
Business, Finance and Management	<p>Experience of financial management, accounting, long term financial management and budgeting:</p> <ul style="list-style-type: none"> • An understanding of business planning, budgeting and longer term planning and monitoring financial results. • Treasury management knowledge including capital funding, investment and interest-rate management. • Awareness of role of internal and external audit. • Experience of accounts preparation and understanding of statutory accounts. • Knowledge of and experience in employment law and other HR related matters. • Review business performance and KPI's effectively. • Experience of talent management including developing employees through effective learning and development.
Strategic Leadership	<p>Experience of business growth, managing organisational change and delivering new models of service delivery:</p> <ul style="list-style-type: none"> • Understanding the role of business planning and strategic growth. • Developing the long term goals and vision for the organisation. • Able to analyse complex information, ask relevant questions and inform the decision making process. • Ability to and awareness of difference between operational and strategic issues. • Be a critical friend.

<p>Community and Stakeholder relations</p>	<p>Demonstrates knowledge of key stakeholders including local authorities, residents, communities and understands the needs and aspirations of our customers:</p> <ul style="list-style-type: none"> • Understanding of the key stakeholders and there role in contributing to the success of the organisation. • Awareness of the challenges facing our customers including funding pressures, cultures and their aspirations. • Knowledge of local authorities, health boards, social work departments and Scottish Government. • Understanding and appreciation of tenancy participation strategy. • Experience of providing excellent customer services.
<p>Asset Management and Development</p>	<p>Experience of development, procurement, contracting and on-going maintenance and investment in housing stock:</p> <ul style="list-style-type: none"> • Knowledge of the development and construction industry. • Knowledge of contract management including an understanding of building contracts and building regulations. • An understanding of “life-cycle” costing and upkeep of stock through an asset management strategy. • Knowledge of procurement legislation. • Experience of town planning, quantity surveying, architecture or estate regeneration.
<p>Other Generalist Skills</p>	<ul style="list-style-type: none"> • Communications, marketing and public affairs. • Understanding of the role and effectiveness of social media. • Experience in the IT industry and/or developing a comprehensive IT strategy. • Involvement in partnering and joint ventures. • Reward and recognition strategy to foster a culture of continuous improvement.

The skills outlined above would be relevant to all companies within the Group however more specific key skills on a company by company basis are as follows:

Hillcrest Housing

- Social Housing, Housing Management, Maintenance and Development.
- Group Structures and Governance.

Hillcrest Enterprises

- Business acumen and commercial experience.
- Ability to assess new business ventures.
- Housing management experience in the private rented sector.
- Finance skills for analysing budgets and management accounts.

Hillcrest Maintenance

- Experience of commercial maintenance or construction sector.
- Finance skills for analysing budgets and management accounts.

Gowrie Care

- Care and support of a vulnerable people.
- Care standards, SSSC, Care Inspectorate and best practise within a care sector.
- Finance skills for analysing budgets and management accounts.

The Role of a Governing Body Member

Hillcrest Housing Appointment

Committee members who are appointed to the Committee of Management are usually appointed for a three year term following elections at the AGM. Committee members appointed in this way must be members of the association. Members of the association are people who are interested in and support our activities; they may be tenants or residents in our communities.

Up to one third of the number of elected members can be co-opted to the Committee (up to the maximum of 12/15): co-opted Committee members do not need to be members of the association and can only service until the next AGM; then they must stand down but may, if they are a member, stand for election.

Board Member Appointment

Board Members who are appointed to Subsidiary Boards are usually appointed following an informal meeting with the Chair of the Subsidiary Board and Chair of Hillcrest Housing as detailed above. A paper recommending the appointment is then submitted to the Hillcrest Housing Committee and once approved the member will be invited along as an observer in the first instance to attend the Board Meeting.

As a Governing Body Member you must always act in the best interests of Hillcrest and you must not be influenced by any personal, business, financial or other interests. You are required to declare any such interests and manage them appropriately. In order to be a member of the Committee, you must sign and agree to uphold our Code of Conduct *. You must also accept collective responsibility for decisions that the Board has taken (provided the decision has been taken properly and is in accordance with our rules, policies and procedures).

All Governing Body Members are expected to use their skills, knowledge and experience for the benefit of the association. Some members will offer life experience whilst others will bring professional expertise; it is essential that our Committee has an appropriate range of skills, knowledge and experience.

**There is a requirement to complete annually a Declaration of Interest form.*

Every Governing Body Member shares the same level of responsibility regardless of their background: a Governing Body Member who is a lawyer or accountant for example, has the same level of responsibility as someone who has no professional qualifications or who is not in employment. These responsibilities are set out in the general role descriptor detailed on page 4.

Governing Body Members are expected to:

- Attend and be well prepared for meetings.
- Contribute effectively to discussions and decision making.
- Contribute to annual reviews of our performance, activities and progress.
- Take part in training and other learning opportunities.
- Take part in an annual review of the effectiveness of our governance.
- Participate in an annual review/appraisal of your individual contribution to our governance.
- Maintain and develop your knowledge of relevant issues and the wider housing sector.
- Represent Hillcrest positively and effectively.
- Respect and maintain confidentiality of information.
- Treat colleagues with respect and foster effective working relationships within the Board and between the Board and staff.
- Be aware of and comply with the restrictions and payments and benefits.

Time Commitments

Activity	Estimated time commitment
Committee of Management	
<p>The main Hillcrest Housing Committee meetings meet 7 times per year and the meetings last approximately 2 hours. These are currently held on a Tuesday evening between 5.30pm until 7.30pm.</p>	<p>2 hours per meeting 14 hours per annum</p>
Sub Committees	
<p>Audit and General Purposes Sub Committee Operations Sub Committee</p>	<p>2 hours per meeting 8 hours per annum for both meetings</p>
Gowrie Care	
<p>Gowrie Care Board meets 6 times per year and the meetings last approximately 2 hours. These are currently held on a Tuesday evening between 5.30pm until 7.30pm.</p>	<p>2 hours per meeting 12 hours per annum</p>
Hillcrest Enterprises	
<p>Hillcrest Enterprises Board meets 4 times per year and the meetings last approximately 2 hours. These are currently held on a Monday at 1.00 pm</p>	<p>2 hours per meeting 8 hours per annum</p>
Hillcrest Maintenance	
<p>Hillcrest Maintenance Board meets 6 times per year and the meetings last approximately 2 hours. These are currently held on a Tuesday evening between 6.00pm and 8.00pm.</p>	<p>2 hours per meeting 12 hours per annum</p>

Activity	Estimated time commitment
Strategy Days	
A Group Board Members event is held once a year. This generally takes place on a Saturday.	1 day
Annual General Meeting	
There is a group Annual General Meeting.	2 hours
Special Meetings	
These may be called where there is ad hoc business, a risk to the Association or time needed outside meetings to debate issues in more detail.	As and when required
Training and Development	
As and when training needs are identified.	As and when required
Appraisal	
Members are expected to carry out an annual appraisal. This will involve a review meeting with the Chair.	2 hours

Our Group Structure



Hillcrest is a diverse Group parented by Hillcrest Housing providing affordable housing, care, maintenance services, and training and employment opportunities.

Hillcrest Housing has over 6700 properties for social rent throughout the East of Scotland and is also the parent company of a diverse Group, providing all corporate core services to the companies in the group.

Gowrie Care provides support to more than 700 people across Angus, Dundee, Edinburgh, Fife, Glasgow and Perthshire for a client group of people with learning disabilities and people with mental health issues, homeless people, people with addictions and people on the autism spectrum.

Hillcrest Enterprises is the home of new business opportunities for the Hillcrest Group, providing open market rented properties, selling development services, corporate services, developing social enterprise businesses and managing a portfolio of properties for people with particular needs. This also includes the provision of affordable housing for the benefit of the community at discounted 'mid-market' rents for people in employment on low to moderate incomes.

Hillcrest Maintenance are a customer focused maintenance contractor who carry out a variety of responsive, void, cyclical, planned and property upgrade works for Hillcrest.

Should you wish to discuss any issues you may have relating to the recruitment pack, please contact, Angela Linton, our Group Chief Executive, on direct dial (01382) 564715 or e-mail.