

**Recruitment Pack  
for Board Members**

February 2021

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## Your Application

Dear applicant,

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to 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

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: [jodie.turner@rapporthc.co.uk](mailto:jodie.turner@rapporthc.co.uk).

Applications must be received by Monday 1st March 2021.

You will receive an acknowledgement of receipt and we suggest that if you have not heard from us, you telephone Jodie Turner on 01634 729163 to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Kind regards



**Leon Steer**  
Chief Executive

# Welcome Letter

Dear Candidate,

Thank you for your interest in our board member posts at Rapport Housing & Care. This pack has been put together to provide further information about the organisation and the roles and to support you with your application.

A not-for-profit charity and housing association, Rapport Housing & Care has grown significantly over the years and is now considered one of the leading housing and care providers for over 55s in the south east. We pride ourselves on our family atmosphere and ensuring that our core values of care, compassion and companionship are delivered in all that we do and all of our residential care homes, supported homes and extra care housing schemes.

Building on over 50 years of experience, unlike most Registered Providers (Housing Associations), we have a single focus on older people. We provide care, support and accommodation to meet diverse needs and increasing demand and despite the issues currently challenging the care sector, we are delighted to be amidst a substantial development programme. Our £50m investment programme promises to deliver 291 new extra care apartments, 83% of which will be available as affordable housing, contributing a great deal to the housing market for over 55s, as well as freeing up family sized homes.

We are a people-focussed organisation and appreciate that key to our success is our committed and diverse team of staff and volunteers, who do an exceptional job of caring for our residents. Supporting and developing our workforce is a priority and our in house training academy reinforces that.

We are a strong, professional and ambitious board, keen to support the organisation in moving even further forward. Our board members are able to see the bigger picture, influence organisational strategy and vision, and engage with a range of stakeholders at all levels. We are looking to add to the professional skills of the board through these appointments, and are particularly interested in candidates with strategic experience in one or more of the following:

- ◆ The regulatory framework in social housing
- ◆ The regulatory framework in adult social care
- ◆ Accountancy
- ◆ Human resources

Rapport Housing & Care is on an exciting journey and these positions present a great opportunity to be a part of it all. To learn more about the roles or for an informal discussion, please contact me.

We look forward to hearing from you.

**Leon Steer**  
Chief Executive

## About Us

### **Our History - From humble beginnings to one of the largest providers in Kent.**

Rapport Housing & Care started its journey, as a member of the Abbeyfield movement. Kent got its first Abbeyfield home in 1967, when Rev Tom Rogers noticed that older people in the area were lonely and in desperate need of care. He set up a home in Gillingham, which was made financially secure by volunteer, Trevor Cox, who had a strong commercial background. Cox's leadership proved inspirational in the construction of Rogers House in Gillingham, which became the first of our residential care homes in the county to provide 24-hour care and compassion.

### **Challenges**

Known then as Abbeyfield Gillingham, the organisation developed a strong purpose in the Medway towns. By 1999, they had expanded to include five properties across Medway and Maidstone and changed their name to the 'Abbeyfield Medway Valley Society'. Robert Barnes, a Trustee at the time and former Abbeyfield Kent Chairman recalls: "Pooling finances and resources was essential if we were to meet the challenge of providing social care for the elderly. We were subject to an increasing amount of government regulation and facing a rise in the number of dementia cases amongst our residents. We needed a dedicated home for those living with dementia but because of the mid 90s housing boom, every site was snapped up by builders." The solution came when the organisation made a remarkable leap by purchasing nine of Kent County Council's local authority run care homes, some of which needed major investment. The acquisition was finalised in 2000, thanks to a loan from the National Westminster Bank.

### **Expanding**

Soon after, other homes from across Kent were applying to join and properties from Maidstone, Paddock Wood, Whitstable and Sevenoaks were incorporated into the organisation. In 2005 the trustees decided the organisation ought to be renamed to reflect the new nature of the organisation and The Abbeyfield Kent Society was born. New headquarters were set up in Cuxton and the organisation continued to expand with the opening of Watling Court, its first extra housing care scheme in Gravesend in 2011. In 2017, the organisation was one of the largest independent Abbeyfield societies in the world with six residential care homes, nine supported homes and one extra care housing scheme.

### **Onwards and Upwards**

In 2018, The Abbeyfield Kent Society took the decision to leave the Abbeyfield movement and operate as an independent organisation. After much growth and change over the past 50 years, the organisation was substantial and strong enough to go it alone. The ethos, values and philosophy for Rapport Housing & Care remain the same.

**Our key strategic priorities for investment and improvement are:**

- ◆ Investing in care
- ◆ Investing in our property assets
- ◆ Investing in our workforce
- ◆ Delivering value for money
- ◆ Investing in IT

## Our People



### **Leon Steer, Chartered FCIPD - Chief Executive**

Leon is a Fellow of the Chartered Institute of Personnel & Development and has spent most of his career working at senior level in human resources. He joined Rapport Housing & Care in 1999 as the director of human resources, along with two other new directors, because it was purchasing nine residential care homes for older people from Kent County Council. As a result of these acquisitions – almost overnight - the organisation grew from an annual turnover of £650,000 to £9.2M and the total staffing increased from 60 to 420.

Leon went on to become the director of operations and was subsequently appointed to the chief executive's post in September 2007 with a mandate to modernise the organisation along with its property portfolio.

Since his appointment, he has overseen a considerable improvement in care services, as reflected in the Care Quality Commission (CQC) inspection ratings. Also, the delivery of modern future-proof schemes that continue to preserve one of the charity's fundamental tenets of accommodating and caring for all classes of older people, as well as replacing sub-standard homes that were difficult to achieve good occupancy levels and expensive to maintain.



### **Jane Iley, CPFA, MBA - Director of Finance & Asset Management**

Jane has over 25 years' experience working in the social housing and care sectors with this including responsibility for business planning, finance and corporate services including HR and organisational development, IT, risk management and performance management.

For the seven years prior to joining the organisation, she was the finance director for a large voluntary transfer organisation with 11,500 homes, over 500 employees, an annual turnover of c.£40m and an annual capital programme of c.£20m. She was responsible for the successful establishment of robust financial management and planning processes to support the newly formed company requiring tight financial management in a very high risk, high spend environment with expenditure of over £140m on a planned stock investment programme in the first five years of the organisation's trading.

Jane is a former board member and chair of the audit and risk committee for East Kent Housing a role she held from the organisation's formation in 2011 until stepping down in 2016.



### **Tina Levett, BSc (Hons), Pg Cert EDM, ACIEH, FInstLM - Director of Operations**

Tina has worked in the health and social care sector since 1999, during which time she has held several senior positions. Tina is a Fellow of the Institute of Leadership & Management (ILM) and holds a BSc in Environmental Health, a NEBOSH Diploma and a Masters Certificate in Environmental Decision Making.

Tina joined Rapport Housing & Care in November 2015 as the head of quality assurance prior to taking on the role of director of operations in March 2016.

## Board Members



Zach Miles became a trustee of the organisation in 2012, he was appointed chair of the board of trustees in 2014. A chartered accountant by training, he had spent 15 years working for accounting firms in London and then moved into HR and recruitment 20 years ago, attaining the position of finance director and finally CEO of one of the world's largest recruitment organisations.



Barry Alford spent most of his career in the ICT field in a wide variety of roles (strategic, managerial, technical and applications). He is passionate about customer service and how it can be improved by appropriate information technology. Barry is Involved in several charitable organisations to aid the disadvantaged and less well-off of society. His role as a trustee with Rapport Housing & Care extends that and he is pleased to give something back in his role.



Steve Kemp spent the first twenty years of his working life in wholesale and retail horticulture, before taking the decision to change careers in 1990 and enter the world of social housing. Throughout his career, Steve worked with older people, as well as providing support to those with mental health problems. He retired from his role as business development manager at Medway Voluntary Action in 2019.



Tim McDermott was born in Brazil before returning to England aged 8. He spent much of his early career in the Army, serving four years in Belfast, leaving with the rank of Captain in 1979. After taking the Common Professional Exam and the Solicitors' Finals Exam, he started his two years' articles with Thomson Snell & Passmore in Tonbridge. Amongst other roles, Tim worked in London for a couple as an in-house family solicitor, buying and selling large homes in the city.



Robin Caven has been a trustee since 2016. Married with two sons, he lives in the St Johns area of Sevenoaks. With a background in banking and finance, Robin became increasingly involved in housing, working for a period for Homes England (formerly the Homes and Communities Agency), the government agency responsible for social housing. He also became a trustee of Rapport Housing & Care as a result of the experiences of his own family members.



Paul Fennell is originally from the East Midlands and spent most of his early life in Germany and the Middle East, as his father was in the Royal Air Force. He first started his professional life working for the Metropolitan Police before having a long career in financial services. For many years he was also a school governor of a local Kent primary school, where he chaired various committees.



Gillian Forsyth trained as a registered nurse in Glasgow in 1977, her career started with various senior roles in the NHS and private healthcare sector. In 1989, she moved to Kent and became interested in elderly care. Gillian was the general manager of Halliwell Care Home in Tunbridge Wells, a nationally recognised, award winning care home, for 15 years. During that time she was proud to receive "outstanding" for leadership, from the CQC.



Tony Searles was born in Chiselhurst, educated at Swanley School and London School of Media & Printing and worked in the paper industry for 25 years. He has lived in Swanley all his life and was elected as Mayor of Swanley in 1994. Tony has also been a Sevenoaks District and Local Councillor on and off for the past twenty five years. He has served as a non-executive director of a local NHS Mental Health Trust and is a trustee of Alzheimer's & Dementia Support Services.

## Conduct of the Board

- ◆ The board will act effectively, making clear decisions based on timely and accurate information.
- ◆ The board and its committees have clear terms of reference in order that their conduct is transparent, effective and in the interests of the organisation.
- ◆ Board decisions are based on full agendas and documents circulated to trustees well in advance of meetings. Decisions and the main reasons for them are recorded in the minutes.
- ◆ Urgent decisions between board meetings will be taken in accordance with predetermined arrangements as set out in these standing orders, and financial regulations or delegated authority.
- ◆ All meetings shall be conducted in accordance with the articles, these standing orders and code of governance.
- ◆ The board should remain mindful of outcomes for residents or customers in the decisions they take.
- ◆ The board should ensure that positive relationships are maintained within the board and with the executive team. It must have a clear understanding of the appropriate board behaviours expected.
- ◆ In relation to conduct of the meeting, the ruling of the chair shall be final.
- ◆ The board shall meet at least four times in every calendar year, at such times and places as they deem fit. Seven days' notice of the date and place of such meetings shall be given in writing to every trustee. The board may agree to set aside these notice arrangements when necessary. Such agreement may be written means, email or other electronic communications.



# Role Profile

## Job Description

**Job Title:** Board member

**Remuneration:** Unremunerated; associated expenses paid

**Time Commitment:** Typically four board meetings per year, plus quarterly committee meetings (if appointed) and one annual board strategy day.

## Purpose of role

The key role of every board member is to work as part of the board in the performance of its key functions as described in the standing orders.

## Specific duties and responsibilities

### Leading the organisation

- ◆ Upholding the vision of the organisation, and participating in the development objectives that accord with these visions
- ◆ Promotion of the organisation through contact with communities, relevant authorities and other bodies

### Acting as a guardian of the organisation

- ◆ Ensuring that the organisation acts in accordance with its values, rules, standing orders and the relevant legal and regulatory framework

### Policy and strategy decision-making

- ◆ Regularly attending board and relevant committee meetings, and participating in discussions and decision-making to achieve the organisation's objectives
- ◆ Exercising sound financial and risk management to ensure no variance from the core values of the organisation

### Monitoring, supervision and control

- ◆ Monitoring the organisation's performance in relation to its objectives, plans, budgets, controls and decisions

### Other tasks

- ◆ From time to time, attending functions, training sessions and other meetings in the interest of the organisation

# Role Profile

## Person specification

### PART ONE – Knowledge and experience

- ◆ Experience of providing strategic direction, not necessarily in a non-executive capacity
- ◆ Experience of acting in a leadership role for an organisation undergoing significant transformational change
- ◆ Current knowledge and skills in one or more of the following areas:
- ◆ The regulatory framework in social housing
- ◆ The regulatory framework in adult social care
- ◆ Accountancy
- ◆ Human resources
- ◆ An understanding of good governance and regulation
- ◆ Demonstrable experience of working well in a team
- ◆ Demonstrable experience of effective engagement with various stakeholder groups

### PART TWO – Abilities and behaviours

#### Able to:

- ◆ Apply specialist knowledge effectively
- ◆ Analyse significant amounts of complex information, debating and challenging as necessary
- ◆ Assess the risks of proposed courses of action
- ◆ Make independent and critical judgements, whilst recognising the need to reach consensus based on compromise
- ◆ Develop and maintain relationships with others

#### Is a person:

- ◆ Who has empathy for older people
- ◆ With vision, generating new ideas and perspectives
- ◆ Who governs rather than manages

- ◆ Who is up to date with relevant issues
- ◆ Who works well as part of a team

Is:

- ◆ Honest, trustworthy and reliable
- ◆ Committed to the values of the organisation
- ◆ Willing to devote the necessary time to their duties

## Supplementary Information

For more information and to view our latest annual reports and newsletters, visit:  
[www.rapporthousingandcare.co.uk](http://www.rapporthousingandcare.co.uk)



## Board Structure

Zach Miles - Chairman, Tony Searles - Vice Chair  
Robin Caven, Barry Alford, Steve Kemp, Gillian Forsyth, Tim McDermott, Paul Fennell

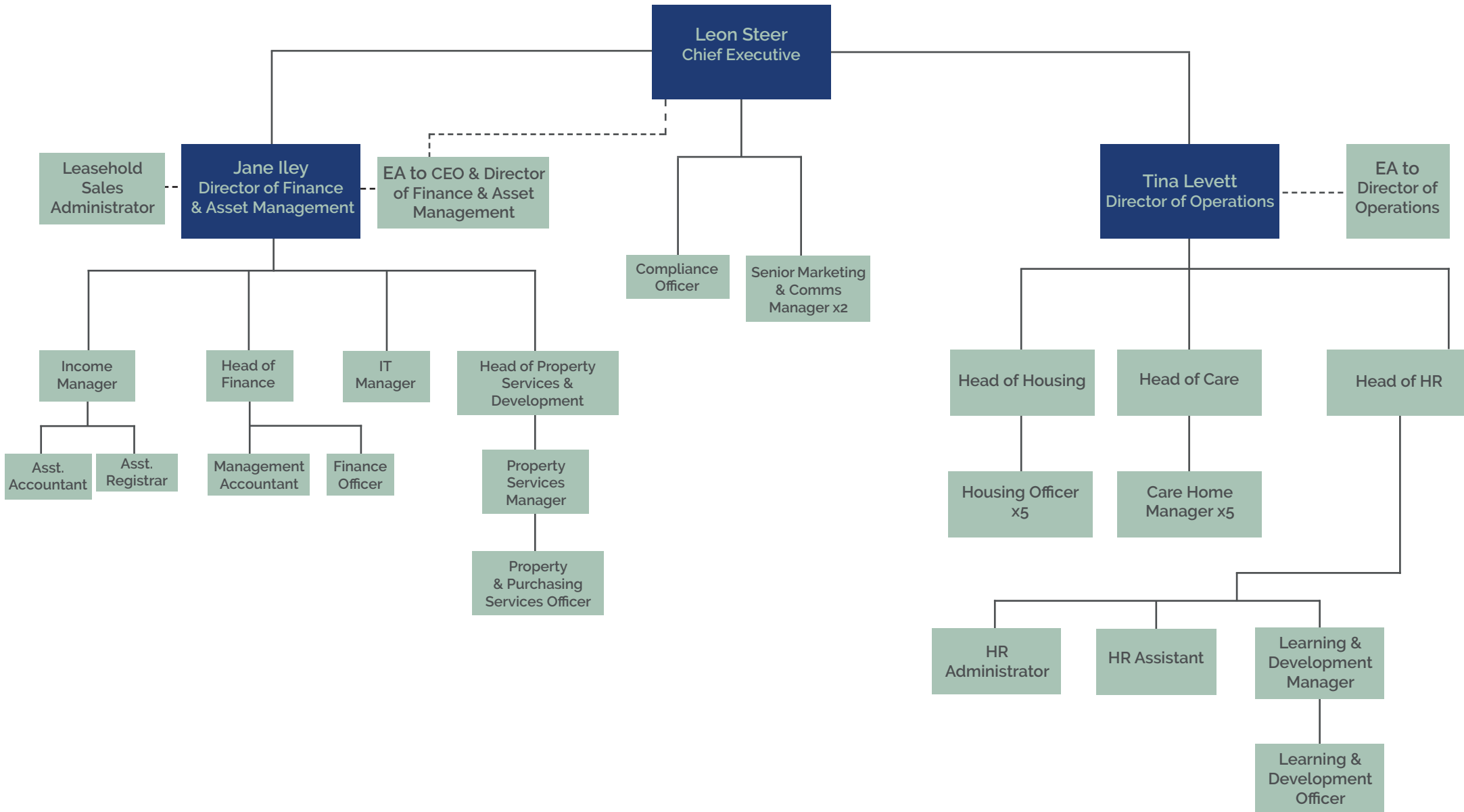
### Risk & Audit Committee

Robin Caven - Chair  
Tony Searles - Trustee  
Barry Alford - Trustee  
Gillian Forsyth - Trustee  
Paul Fennell - Trustee

### Remuneration & Nominations Committee

Tony Searles - Chair  
Zach Miles - Trustee  
Steve Kemp - Trustee  
Tim McDermott - Trustee

# Organisational Structure



# Rapport

H O U S I N G   &   C A R E

 [www.rapporthousingandcare.co.uk](http://www.rapporthousingandcare.co.uk)

 [www.facebook.com/rapporthousingandcare](http://www.facebook.com/rapporthousingandcare)

 [www.twitter.com/rapporthandc](http://www.twitter.com/rapporthandc)



Rapport Housing & Care,  
The Old Wharf,  
Station Road,  
Cuxton,  
Rochester,  
Kent,  
ME2 1AB

T: 01634 723007

**PARTICULARS OF POSITION APPLIED FOR**

Job Applied for:

Reference Number:

Location:

Applicant No:  
(Office Use Only)

**PERSONAL DETAILS**

Surname:

Title: Mr/Mrs/Ms/Miss/Other

Forenames:

Previous or Former Names:

Home Address:

Post Code:

Telephone Home:

Work:

Mobile:

Only supply a telephone number if you are happy for us to use it, which will be done with discretion

**Email Address:**

Are you at least 18 years old? **Yes**  **No**  (This is relevant for some care work)

National Insurance No:

**GENERAL INFORMATION**

Are you legally eligible to work in the UK? **Yes**  **No**

If you are not a UK or European Union national, please state your work permit number or other document which will prove your entitlement to work in the UK

Have you ever been dismissed or asked to leave a job? **Yes**  **No**  If yes, please give details

Have you ever previously worked for Rapport Housing & Care, The Abbeyfield Medway Valley Society or The Abbeyfield Kent Society?

**Yes**  From  To  **No**

Are you related to a Trustee or an employee of the Organisation or anyone who has been an employee?

**Yes**  **No**  If yes, please give details

Do you require any assistance to enable you to attend the interview?

**Yes**  **No**  If yes, please give details

Do you require any reasonable adjustments to participate in the assessment process?

**Yes**  **No**  If yes, please give details

Are you capable of doing the intrinsic functions that are required for this post?

Yes  No  If no, please give details

#### DISCLOSURE AND BARRING SERVICE ENHANCED DISCLOSURE

An Enhanced Disclosure will be sought for all new employees from the Disclosure and Barring Service and at the same time where appropriate, the DBS Adult Barred List will be checked. The cost of the application is payable by the new employee at the time when the application is made and will need to be paid in full before the form can be sent to the Disclosure and Barring Service. This fee is not refundable. **Please note: it is in your interests to ensure that all cautions, convictions, warnings and reprimands are declared.**

#### DECLARATION OF INTEREST

Rapport Housing & Care is a Housing Association and, as such, is required to comply with the Housing Act 1996. Schedule 1 of this Act lays down strict rules for the benefits that may be paid to staff and members of the Organisation.

Salary, out-of-pocket and business travel expenses will be paid to all staff. However, it is not acceptable for staff to receive benefits from the organisation through being the owner or manager of another business. This includes carrying out work or trading with the organisation; a situation such as this could cause a conflict of interest for the staff member and lead them to make decisions, which were in the best interest of their company rather than the Organisation.

Are you related to any person who has any association with the operation of the Organisation?

Yes  No

Have you any business interests, e.g. spouse, partner, close family members which might undermine your duties with the Organisation and affect your decision-making?

Yes  No

If you have answered yes to either of the questions above, please give details in the box below:-

I understand that the only payments I may receive from the Organisation are those connected with my employment and I should not benefit in any other way from the operation of its business.



**DECLARATION**

I understand that any employment, if offered, will be subject to the information on this form being correct, and I can confirm that no valid information has been wilfully withheld. I understand that if I am appointed, I am liable to dismissal without notice if the information on this form is later proved to be inaccurate.

I understand that any appointment will be subject to health clearance from your occupational health advisors and references which are satisfactory to the Organisation.

I understand that the post, for which I am applying, is exempt from the Rehabilitation of Offenders Act 1974, and I may be required to complete a confidential Declaration Form regarding any warnings, reprimands, cautions or convictions; I understand that I will be required to consent to disclosure of confidential information from the Criminal Records Bureau, which will be sent to me and the Organisation.

The Organisation is registered under the requirements of The Data Protection Act 1998 for the maintenance of personal data, which will be processed for normal employment purposes. In accordance with these provisions the Organisation may, for future reference, store the information contained herein on a computerised database.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_