



# **Chief Executive, Outward/Group Director Supported Housing and Care, Newlon**

Recruitment pack

August 2021

# Contents

Welcome	<b>3</b>
About Outward	<b>4</b>
About Newlon	<b>6</b>
About the Newlon Group	<b>8</b>
Organisation chart	<b>9</b>
Job description	<b>10</b>
Person specification	<b>13</b>
Summary of terms and conditions of service	<b>14</b>
Job advert	<b>15</b>
Key dates	<b>16</b>

# Welcome

## **Chief Executive, Outward/Group Director Supported Housing and Care, Newlon**

**Salary: c£93,000 per annum**

Thank you for your interest in this role.

Outward's current Chief Executive is retiring after many successful years and we are looking for an experienced leader, with a commitment to innovation, sound commercial acumen, first class communication skills and a passion for building relationships and making a difference to people's lives, to take on this challenging and vital role.

Outward is a registered charity and the Newlon Group's specialist provider of care and support services.

Newlon Housing Trust, a charitable housing association based in north and east London is the parent of the Group.

This pack includes background information about Newlon and Outward and details of key dates.

You can find more information about both organisations online at [www.newlon.org.uk](http://www.newlon.org.uk) and [www.outward.org.uk](http://www.outward.org.uk).

We look forward to receiving your application.



## About Outward

Outward is a specialist provider of care and support services, ranging from supported living for adults with learning disabilities and autism to extra care housing for older people. Outward currently employs over 500 staff and works with more than 800 people. Outward has won awards for its innovative approaches to volunteering and specialist service provision.

Outward provides care and support services to people primarily in north and east London including:

- People with learning disabilities.
- Those with Autism Spectrum Disorders (ASD).
- Those who have experienced street homelessness.
- Young people in housing need - including those leaving care.
- Older people who need support and care.
- Outward is a registered provider of domiciliary care and regulated by the Care Quality Commission (CQC).
- Outward's specialist support services for people with ASD are Autism Accredited by the National Autistic Society.

Outward's services include:

- Providing support to people with learning disabilities and ASD, older people and young people in need of housing.
- Supported living services - providing a genuine alternative to residential care for people who want to live more independently. Outward can provide support from a few hours per week up to 24 hours per day.





- Outward's supported living services operate across London and provide flexible support for people with mild, moderate and profound learning disabilities, mental health issues and Autism Spectrum Conditions. Support is built around each person to specifically address their needs and include volunteers to enable them to participate in the communities in which they live.
- Outreach services – supporting people in their own homes or out in the community to prevent social isolation.
- Outreach services support people with learning disabilities and people with mental health issues. The service is completely flexible. Some people use the service to get support to do specific things such as attending appointments or pursuing activities, others benefit from longer term, or ongoing packages of support. Outward's flexible, friendly and dedicated team provide an excellent service across London when and where it is needed, for as long as it is needed.
- Floating support services (older people) – Outward's team provides 1-2-1 home support to enable people over the age of 55 to continue to live independently. The service is all about supporting people to stay independent and continue living in their homes. Outward provide practical advice and support on a range of issues from settling disputes with neighbours, to accessing the right benefits or staying active and healthy.
- Floating support services for people with learning disabilities – short-term, targeted support to enable people to live independently.
- Outward provide a range of 1-2-1 support to develop the confidence and independent living skills of people living in the community. This service enables people to 'move on' from receiving care and support to achieve real and lasting independence.
- Residential 24 hour support services – providing specialist, tailored support to people with profound or complex learning disabilities and people with ASD.
- Housing services, providing accommodation and housing for over 800 vulnerable people across London.
- Volunteering initiatives, including Outward's Volunteer Club, which enables its customers to give back to their local communities.
- Nutley Edge Cottages – a unique holiday destination, developed by Outward, for people who may be isolated due to their disability or life circumstances.



## About Newlon

Newlon is a fast growing and successful charitable and 'not for profit' housing association based in north and east London. Our mission is to provide high quality affordable homes for local people in housing need.

We were founded in Hackney in 1968 in response to a pressing local demand for decent and affordable housing. We remain committed to meeting this need and today we provide more than 8,000 homes. We work with one of the UK's most diverse communities in boroughs across north and east London and are one of the capital's major providers of new affordable housing.

We provide a mix of affordable housing types including low cost rented family housing, Shared Ownership homes to help people take a first step onto the property ladder, below market rates rented accommodation for Key Workers and a wide range of supported housing. For the first time we have recently developed a small number of homes for outright sale so that any profits can be reinvested in the provision of new affordable housing. In the last year we have also completed our first Joint Venture development, the profits of which are being reinvested to provide new affordable homes.

Newlon employs 180 people. The Group employs more than 600 people. In 2020/2021 the Group turnover was £100 million.

## Regenerating communities

We are proud of our record of creating sustainable communities and have been the lead social housing partner in several high profile and successful regeneration projects, including the Arsenal Regeneration Programme and Hale Village in Haringey.

In the award-winning Arsenal Regeneration Programme we worked in partnership with Arsenal Football Club and Islington Council to create a vibrant new community as part of the project that supported Arsenal's move from Highbury to the Emirates Stadium. Since 2005 we have built nearly 1,500 new affordable homes as part of this project. 50% of all





new homes provided were affordable housing developed by us, the first time that such a high proportion has been achieved on a project of this scale in London. More recently we have also worked in partnership with Tottenham Hotspur FC as part of the development of their new stadium and in the provision of new housing and community facilities in the surrounding area.

At Hale Village we built 542 affordable homes and a new Group headquarters, which was opened in 2011, as partners in a £400 million scheme central to the rejuvenation of one of London's more deprived areas. The success of Hale Village has been a catalyst for the wider regeneration of Tottenham and we are currently partners in the ongoing plans for the major regeneration of Tottenham Hale.

We are one of London's main developers of new affordable homes and are proud to be a GLA strategic partner. Our current development programme includes new affordable homes at the heart of the continued regeneration of Tottenham Hale, as well as developments in Camden, Enfield and Waltham Forest. Following an overwhelmingly positive vote in a residents' ballot we are in the early stages of a major transformation project at the Barnsbury Estate in Islington.

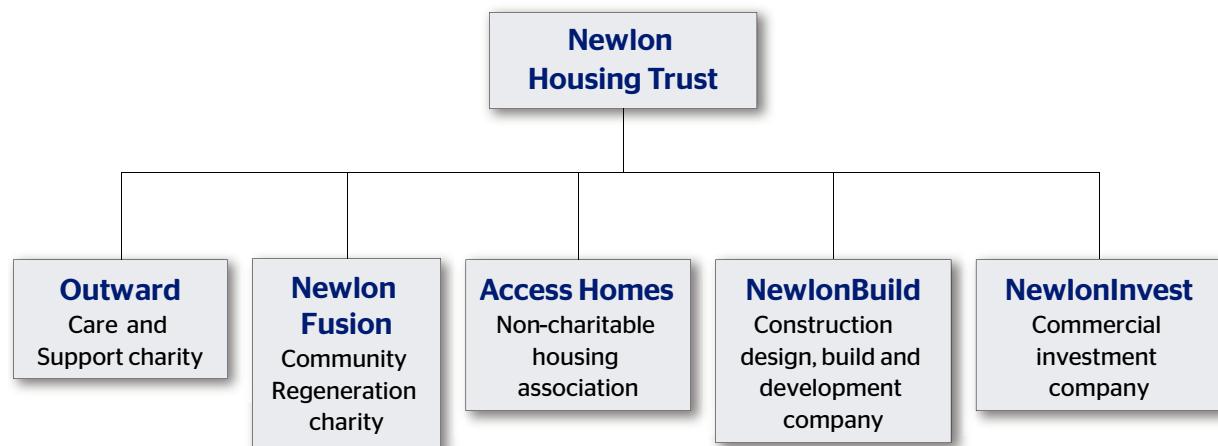
Our recently completed developments include a high specification regeneration project in Goodman's Fields in Tower Hamlets, a landmark new development on the edge of the Olympic Park, as well as new affordable housing in Camden and Islington. We are also partners in a major estate regeneration in Enfield and have recently provided new supported housing in Enfield, Hackney, and Waltham Forest.

## Working with residents

We value our residents' views and work in partnership with them to manage and assess the services we provide. This includes providing a wide range of involvement initiatives and ensuring we have resident participation on our Board.

Our Resident Services team has an excellent record of supporting residents experiencing hardship, including providing training and employability skills. We are especially proud of our work placement programme which has led to many of our residents working at Newlon. Uniquely our residents currently make up nearly 20% of our workforce, playing a key role in delivering and shaping the services we provide.

# About the Newlon Group



**Newlon Housing Trust** is an award-winning charitable housing association and Community Benefit Society working across north and east London. Newlon provides more than 8,000 affordable homes and is the parent of the Newlon Group. The other Group members are subsidiaries of the Trust

**Outward** is a charity working with more than 800 people who need additional care and support to live their lives and realise their full potential. They provide a range of specialist services for older people, people with mental health issues, young people and people with learning disabilities, including a specialised service that supports people on the autism spectrum. Outward works across north and east London, employs over 500 staff and runs an innovative and award-winning volunteer programme. It also provides a number of specialist services in Bromley and a rural retreat at Nutley Edge in East Sussex.

**Newlon Fusion** is the Group's community regeneration charity. It works alongside the Trust's Resident Services team and with a range of partners to support Newlon residents and the people living in areas where Newlon has housing.

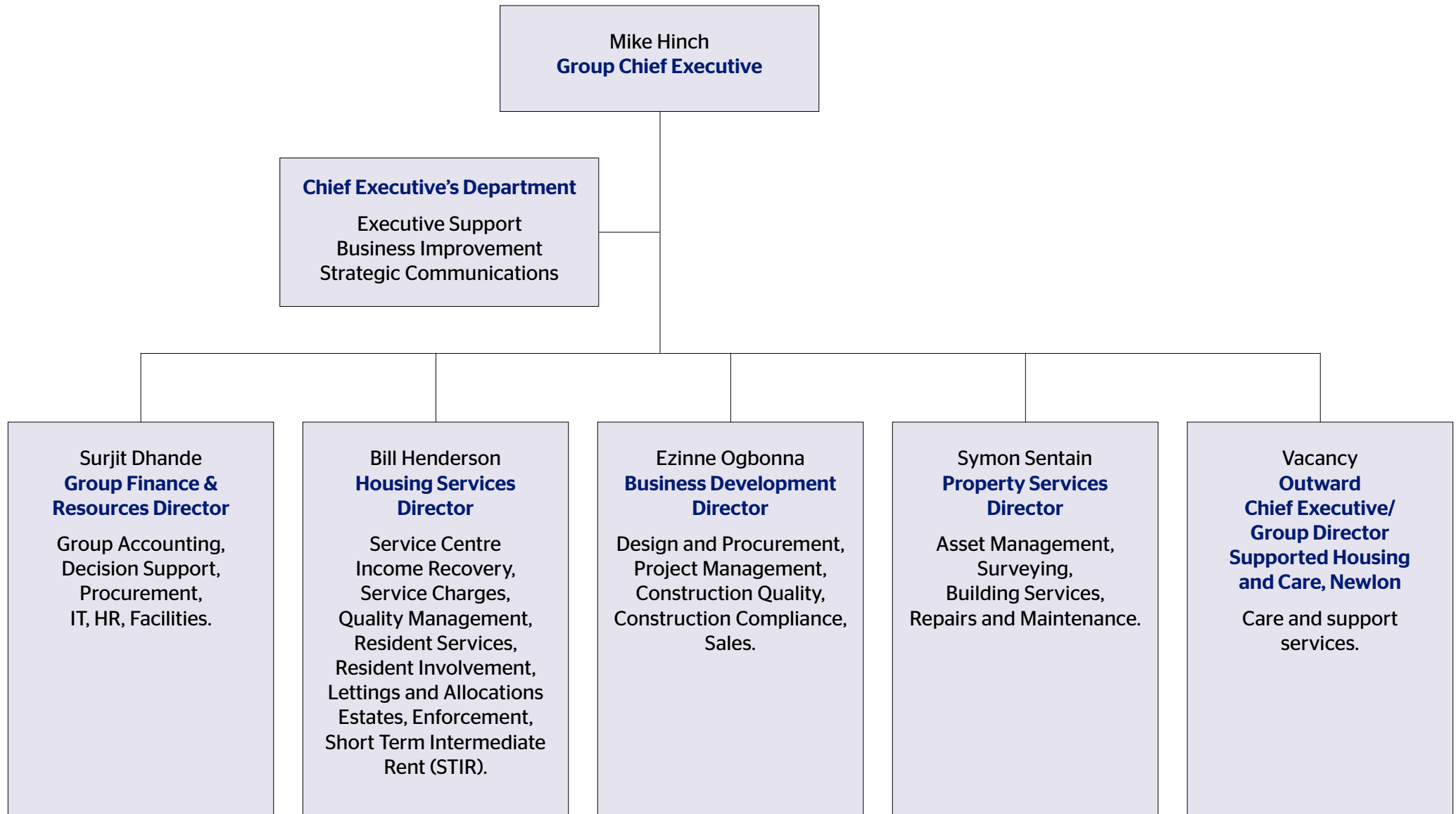
**NewlonBuild** is the Group's construction arm. It is a private company limited by shares and provides design, build and development services for the Group. It is also able to invest in market housing. It has an independent Chair and is serviced by the Trust.

**Access Homes** is a small non-charitable housing association which, like the Trust, retains any surpluses to invest in housing activities. Access also provides services to leaseholders. It does not employ any staff.

**NewlonInvest** is a wholly-owned subsidiary of Newlon Housing Trust which makes commercial investments in housing development.



# Organisation chart



# Job description

<b>Job title:</b>	Chief Executive, Outward/Group Director Supported Housing and Care, Newlon.
<b>Location:</b>	Based at Newlon House N17, hybrid working benefits are available.
<b>Salary:</b>	c£93,000pa plus benefits.
<b>Reporting to:</b>	Group Chief Executive (operationally), Outward and Newlon Boards (strategically).
<b>Responsible for:</b>	Director of Care and Support, Director of Business Development, Director of HR, Head of Housing. (Finance, Development and ICT services are provided at Group level.)

---

## A Main objectives

As Outward CEO accountable for the effective leadership, the ongoing development and day to day management of the service delivery and resources, within the strategy and directions set by the Outward Board a subsidiary of Newlon Housing Trust. To maximise Outward's effective delivery of its charitable aims for the beneficiaries.

As Group Director of Supported Housing and Care responsible for the effective leadership and performance of Newlon's supported housing and care and working with the Group the development of those services.

As a member of the Executive Team for the effective delivery of the Group strategy and performance.

## B Specific tasks and responsibilities

### 1. To enable the Outward and Group Board to provide overall direction to and management of Outward both strategically and financially.

#### Performance standards and outcomes

- Governance meets best practice standards and productive working relationships established.
- High quality reporting to Board and committees ensuring they are enabled to make decisions against a background of full, timely and accurate information.
- Board fully briefed on likely, impending or actual changes in legislation, funding and policy which may affect the work of Outward.
- Effective strategic and business planning systems established and implemented.
- Group strategies for supported housing and care developed, implemented and monitored.
- Adequate financial and other resources secured for services.
- Service user engagement, empowerment and enabling are core values.

- To promote and embed the values of engagement, enabling and empowering the people Outward support.
- Effective risk management and performance monitoring in place.
- Outward Board, Newlon Board and Group Chief Executive notified of any significant risks or changes to risk exposure in a timely fashion
- Bids, projects and proposals fully evaluated prior to Board presentation.
- Positive constructive relationships maintained within the Group.
- Opportunities for Group working and cross organisational initiatives are identified.

## **2. To lead in the achievement of Outward objectives and targets, as set by the Board.**

### **Performance standards and outcomes**

- Strategies effectively implemented including development and monitoring of plans and policies.
- New business opportunities are identified, commercially evaluated and bid for where they are viable and meet corporate objectives.
- Effective mechanisms in place for checking all statutory compliance and evaluating performance, including CQC and Charity Commission.
- Service user safety prioritised at all times.
- Innovation is shown in service development.
- Effective and up to date written framework of standards, policies, procedures and specifications covering all areas of Outward work in place.
- A culture of high quality of service maintained throughout Outward and monitored effectively through performance indicators.
- Financial viability ensured through effective financial management including pricing and budgetary control.
- Effective partnerships and alliances established.
- Outward Board and Group Chief Executive notified of any need for significant corrective or preventative action in a timely manner.

## **3. To lead and manage the Outward management team so that it operates and manages effectively.**

### **Performance standards and outcomes**

- Clear leadership and direction evident.
- Effective staff structure in place.
- Development of a culture which leads to enthusiastic and competent staff who are committed to providing excellent levels of service.
- Management team operating effectively in the development and implementation of operations and controls.



- Effective two-way channels of communication established which support staff.
- Effective recruitment, appraisal, motivation and training of staff that raise and maintain high levels of competence and morale.
- Effective disciplinary and grievance procedures that promote high personal standards.
- Services and employment practices comply with legislation and regulation.
- Policies on Equality, Diversity and Inclusion are developed, monitored, reviewed and actively promoted.
- Innovative and effective use of ICT to support services.

#### **4. To set, manage and monitor effective financial and budgetary controls to maximize business efficiency and effectiveness.**

##### **Performance standards and outcomes**

- Operational budgets set, expenditure controlled and monitored.
- Operational activities adequately resourced and funded.
- Effective internal control environment maintained with agreed audit recommendations implemented.
- Effectively operating within levels of delegated authority and financial standing orders.
- Income including rent and charges efficiently and effectively collected.
- Proactive approach to evaluating and appraising a range of service options to maximise business efficiency and ensure effective care.
- Financial services under the Newlon SLA meet the needs of Board and staff.
- Nutley Edge is successful.

#### **5. To protect and enhance Outward's reputation and brand by ensuring effective relationships with all clients and stakeholders.**

##### **Performance standards and outcomes**

- External and internal communications strategy developed and implemented.
- Compilation of high quality written information for publications, business plans, service guides, annual reports etc.
- Service user satisfaction and engagement is developed and measured.
- All clients and other key stakeholders kept appropriately informed.
- High levels of care and support delivered that comply with current best practice.
- Effective consultation carried out wherever appropriate.
- Active and appropriate partnerships and networks established.
- An effective complaints procedure maintained.
- GDPR implemented and monitored.

# Person specification

What are we looking for?	How will we check if you have it?
<b>Experience</b>	Application form
<ul style="list-style-type: none"> <li>• At least 5 years' experience leading an organisation or large department.</li> </ul>	Application form
<ul style="list-style-type: none"> <li>• Working with and/or being a member of charitable organisation board(s).</li> </ul>	Application form
<ul style="list-style-type: none"> <li>• Delivering excellent care and support services.</li> </ul>	Application form, Interview
<b>Knowledge and Skills</b>	Application form
<ul style="list-style-type: none"> <li>• A degree and/or relevant professional qualification is desirable.</li> </ul>	Application form
<ul style="list-style-type: none"> <li>• Knowledge of the legal, regulatory, and operating requirements of supported housing and care.</li> </ul>	Application form, Test, Interview
<ul style="list-style-type: none"> <li>• Able to demonstrate a commitment to supporting vulnerable residents and a track record of service user involvement, empowerment and satisfaction.</li> </ul>	Interview
<ul style="list-style-type: none"> <li>• Ability to interpret and evaluate complicated legislation, regulations and contracts and to take a commercial approach.</li> </ul>	Test
<ul style="list-style-type: none"> <li>• Articulate and fluent and able to communicate effectively in person and in writing with people from different backgrounds and in different contexts.</li> </ul>	Test
<ul style="list-style-type: none"> <li>• Demonstrates a personal commitment to Equality, Diversity and Inclusion.</li> </ul>	Interview
<ul style="list-style-type: none"> <li>• Ability and confidence to represent Outward and to develop effective partnerships and networks.</li> </ul>	Interview
<ul style="list-style-type: none"> <li>• Able to work with Outward Chair, voluntary Board members and staff to develop and operate strategies, policies and great services.</li> </ul>	Interview

# Summary of terms and conditions of service

<b>Post:</b>	Chief Executive, Outward/Group Director Supported Housing and Care, Newlon.
<b>Salary:</b>	c£93,000 per annum. There is a cost of living salary review each April.
<b>Car allowance:</b>	£7,475 per annum.
<b>Performance pay:</b>	On successful completion of probation employees are eligible to join a performance related pay scheme which currently pays up to 5% of salary each year if PRP targets are met.
<b>Pension:</b>	Non-contributory 8% of Annual salary paid by the Trust. Individuals may add to this contribution.
<b>Annual leave:</b>	29 days.
<b>Training:</b>	Newlon has Investors in People accreditation at gold level which is a demonstration of our commitment to developing people. It operates a positive approach to training and encourages all staff to develop to their maximum potential through both in-house and external training courses.
<b>Head office:</b>	Our head office is a purpose built office in Tottenham Hale, just 2-3 minutes walk from rail, tube and bus services.
<b>Probationary period:</b>	The appointment will be subject to a six month probationary period.
<b>Working hours:</b>	Normally 35 hour week. However, senior staff should expect to work additional hours including attending evening meetings. <b>From October 2021 Newlon will be introducing hybrid working arrangements.</b>
<b>Other conditions:</b>	All offers of employment are subject to satisfactory references relating to your last 3 years of employment. We will also require you to complete a health questionnaire to enable us to identify whether any adjustments are needed to enable you to carry out the role.
<b>Other benefits:</b>	Newlon offers a generous benefits package which currently includes a health cash plan, income protection in the event of serious illness and life insurance of four times annual salary.

These terms and conditions are given for guidance purposes. The conditions outlined above are given without prejudice and do not form part of any legally binding employment contract.



# Job advert

## Chief Executive, Outward/Group Director Supported Housing and Care, Newlon

**Salary: c£93,000 per annum plus benefits**

**Contract: Permanent**

**Location: Based in Hale Village, London, N17**

Newlon Housing Trust is a successful charitable housing association and one of the major providers of new affordable housing in north and east London. Outward is the Newlon Group's specialist support and care charity. Outward works with over 1,000 vulnerable adults who need assistance to live their lives and realise their potential.

We have an opportunity for an experienced and confident leader to join us in the role of Chief Executive for Outward and Group Director of Supported Housing and Care for Newlon.

As a member of the Executive Team and reporting to both the Outward and Newlon Boards, you will be responsible for the overall leadership and day-to-day management of the Outward service, ensuring that it meets its aims and overall objectives, both strategically and financially. You will also be responsible for the effective leadership and performance of Newlon's supported housing and care and working with the Group in the development of those services.

We are seeking an energetic and resourceful leader to help shape the strategic direction of the organisation, both in response to COVID-19 (following which the gaps and strains in the social care systems have become more exposed than ever), as well as someone with a transformation mindset, who can take the organisation successfully into its next phase of growth. It is crucial that the new Chief Executive can help to craft and deliver an adaptable and sustainable vision for our future, embracing technological and fundraising innovations as part of this, while maintaining focus on the people we support. The ability to oversee day-to-day effective running and risk management of the organisation, coupled with the drive and vision to initiate and implement transformational change initiatives will be key.

With substantial experience of leading an organisation or a large department and being a member of, or working with, a charitable Board, you will have a background in the delivery of excellent care and support services. You will have managed CQC registered services.

A proven knowledge of the legal, regulatory and operating requirements of supported housing and care is essential, along with the ability to read, interpret and evaluate complicated legislation and contracts and a demonstrable commitment to supporting vulnerable residents. Outward has a track record of innovation, such as our Activity Centre at Nutley Edge, and we are looking for someone who combines proven innovation with a commercial attitude. First class communication skills and a strong team ethic are also essential as you will be working closely with the Outward Chair and Board members to develop the strategies and policies to deliver a great service.

In return, you can expect 29 days holiday, a non-contributory pension, excellent benefits. Our purpose-built offices form part of the award-winning Hale Village regeneration project, and are situated just two minutes' walk from the major transport interchange at Tottenham Hale.

Hybrid working arrangements are being introduced from October 2021.

Closing date: 21st September 2021

# Key dates

**Closing date:**

Tuesday 21st September

**First interviews (remotely):**

Wednesday 29th September

**Assessment:**

Between 1st October and 4th October

**Meet the Board and service user panel (remotely):**

Friday 8th October

**Final interview:**

Thursday 14th October at Newlon House