



christian action housing



Chief Executive Recruitment Pack

October 2020





Tel: 020 7620 3048

Email: [rec@thehousingexecutive.com](mailto:rec@thehousingexecutive.com)

Website: [www.thehousingexecutive.com](http://www.thehousingexecutive.com)

## **Re: Chief Executive for Christian Action Housing Association**

Thank you for requesting information about this exciting role. As consultants to Christian Action Housing, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application.

### **Recruitment Timetable & Process:**

**Closing Date:** 9.00 am, Monday 9<sup>th</sup> November 2020

**First Interview:** Friday 20<sup>th</sup> November 2020

**Staff & Resident Panel:** Friday 27<sup>th</sup> November 2020

**Final Interview & presentation:** Thursday 3<sup>rd</sup> December 2020

- Candidates who are successful in being shortlisted for interview will undertake online verbal/numerical reasoning tests and a personality exercise.
- The second stage will consist of a presentation and panel Interview.
- There will be an opportunity for second stage candidates to speak to the Chair, Jackie Kelly, directly prior to the final interview.
- All Interview stages are likely to take place via video conference using MS Teams/Zoom.

### **To Apply:**

Please provide a **CV** (no more than 3 sides A4) together with a **supporting statement** (also no more than 3 sides of A4) and complete the confidential **Monitoring form**. You can download a monitoring form by clicking [here](#).

The **supporting statement** should demonstrate your suitability for the role and address the key elements of the Experience and Personal skills section of the person specification, enclosed in this pack. Please ensure you provide evidence, with recent examples, of your experience.

Send your application (CV/Statement/Monitoring Form) by **9.00 am on Monday 9<sup>th</sup> November:**

By **email** to: [rec@thehousingexecutive.com](mailto:rec@thehousingexecutive.com)

**ALL applications will be acknowledged by email or telephone within 24 hours.**

If you would like to discuss any aspect of this post or the process, in confidence, please call Tony Clark or Julie Kellaway, directors at The Housing Executive, on 020 7620 3048.

We look forward to receiving your application - do call if you have any queries. Thanks again for your interest in Christian Action Housing.

## Letter from the Chair

Thank you for your interest in the role of Chief Executive at Christian Action Housing.

Our current Chief Executive Mark Hayes retires in 2021 after 25 years of accomplished service. Mark has led the Association tirelessly with a constant focus on improving the lives of local communities and providing high quality homes and services all whilst supporting the needs and aspirations of its staff. Particularly during this difficult time, Mark has put the health, safety and wellbeing of staff and residents above all whilst the Association manages the effects of the pandemic. Mark's knowledge and experience within the Housing sector will be greatly missed and we now seek a worthy successor.

This is a very exciting opportunity to lead a medium sized, community-based housing association operating in North London. Our objective to respond to local needs has led to the development of a broad range of housing and related services employing 100 staff and sustaining an annual turnover of almost £14.5M. This provides a very firm foundation from which the new Chief Executive will be able to build for the future, working alongside the Board of Management as they develop the association's strategy and vision.

Having originally been founded by a group of local Churches in Enfield, we have always welcomed people of all faiths and no faith at our organisation. Today we own or manage over 1690 properties in the four North London boroughs of Enfield, Barnet, Haringey, and Waltham Forest.

Christian Action has an excellent reputation with the local authorities that we work with, providing innovative housing and support services and we are financially sound with a strong balance sheet.

We have always been ambitious for our size and are constantly finding ways of doing more. We have continued to develop with two new schemes currently on site and we are active members of a development alliance partnering with the GLA.

We are all working in increasingly challenging times, however our Board are clear that we should remain independent and have a determination to fulfil our vision to "be a successful social business providing good quality homes and services affordable to those in need; be a landlord of choice for our customers and be a partner of choice for local councils".

We take a pride in delivering good quality services and our Chief Executive will have a key role, working with the Director of Operations and Director of Finance and Resources in ensuring our continued success. We are looking for someone with significant leadership experience in the housing sector who will be a strategic leader with the ability to build effective relationships and the commercial acumen to lead the direction, growth and performance of our business. The successful candidate will be capable of achieving this while sharing our ethos and values, with a strong commitment to social and supported housing. You will be approachable, personable and able to form positive relationships and secure buy-in with colleagues.

We hope the following information will encourage you to apply and we look forward to receiving your details.

Best regards

**Jackie Kelly**

**Chair of the Board**



# About Christian Action

Christian Action (Enfield) is a charitable housing association, founded in 1966 as a local, church-based, response to the need for affordable housing. This remains our core activity, and we continue to invest in the development of new housing.

## Christian Action's mission is to be:

"A housing association motivated by Christian and social concern that:

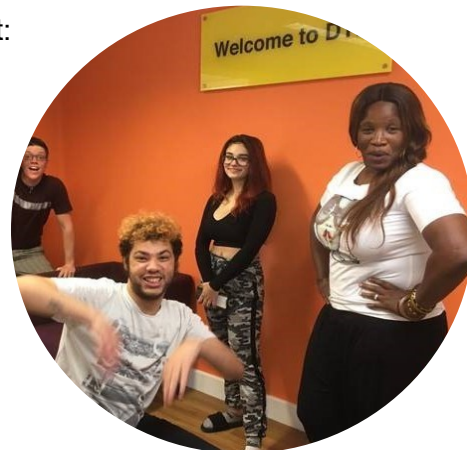
- Creates places where people want to live
- Invests in good quality housing
- Provides support and services that are affordable and accessible to those in housing need."

## Our vision is:

"To be a strong, independent social business that meets local needs by identifying local solutions and providing affordable local services."

## Our business is underpinned by our core standards:

- We welcome all people and work with those who share our ambition to meet local housing and neighbourhood needs.
- We strive to be a modern, listening, customer focused organisation.
- We use our resources to provide the high quality services that our residents and stakeholders are entitled to.
- We maintain our independence and financial strength in order to meet housing and other local needs.
- We invest in training to ensure our staff have the right skills.
- We work in partnership with the statutory, voluntary and private sectors to achieve efficiency and improve the communities in which our tenants live.



## Our Equality, Diversity & Inclusion

As a local business our aspiration is to meet the needs of our multi-cultural and diverse local community and to have that diversity reflected within our organisation at all levels.

As an employer we promote equal opportunities and value difference. We expect everyone who works for us, and with us, to promote these values too. We aim to ensure that Equality, Diversity and Inclusion (EDI) are integral to every aspect of the work that we do.

This means that we believe that no person should suffer disadvantage by reason of their race, colour, ethnicity, religion, gender, sexuality, disability, marital status, responsibility for dependents, social class, age or HIV status.

We aim to apply these beliefs to both our staff and our customers and it is a core value of the organisation that we treat you fairly and equally. It is fundamental to the type of services we provide, and how they are accessed and delivered. It drives the recruitment, development and retention of our staff. It influences our relationships with the people we do business with and the communities we work in.



# Our Properties, Residents and Services

Today the association owns or manages over 1690 homes in the four North London boroughs of Enfield, Waltham Forest, Barnet and Haringey. We also build new homes and refurbish older properties, often working with partners to help regenerate neighbourhoods.

## Keyworker Accommodation, Shared Ownership and Market Rent



We have a small number of units rented to keyworkers, and people working in the public sector and people working in the North London Sub Region.

We have shared ownership schemes in Enfield and market rented accommodation available in Barnet and Waltham Forest.

## Supported Housing

We have four schemes providing different levels of support to residents who have mental and physical disabilities and referrals are through the Integrated Learning Disabilities Service at London Borough of Enfield.

## Retirement Housing

Christian Action Housing has been providing Retirement Housing for over 35 years and this is a central part of our housing provision, with currently 260 residents in our properties.

All of our retirement schemes are managed by the retirement housing team who provide advice and assistance with any tenancy management issues, including income collection and rent arrears management. The team consists of 9 Scheme Managers, an administrative Assistant, Operations Manager and the Head of Supported & Retirement Housing.



We also have a Residents' Association which is tenant led, raising funds for fun things to do.

Events in previous years included day trips to Southend on Sea, Fairlop Waters and Hastings where a good time was had by all.

## Our Young People's Pathway

At Christian Action Housing, we pride ourselves on the fact that the Young People's Service is a central part of our core offer. We offer quality supported accommodation to single young people aged between 16 and 24 who have been assessed as homeless. Current provision includes;- 103 supported homes for young people and 5 young people in the mental health service run in partnership with the council in Enfield. We also provide supported housing to 25 residents in Haringey as part of their pathway to support young people to live independently.



Many move on to university, college and successful careers. By providing a home and support at a critical point in the lives of our young residents, we enable them to make positive choices about their futures.

We support young people from many diverse cultures and backgrounds, and we ensure that all our residents have fair access to the services we provide. Young people come to us not only in need of housing, but support to learn new life skills, to access universal services such as GP's and dentists. Our young people have access to our Engagement team. The Engagement team (ET) offer workshops on life skills, employability and CV writing. They also work with young people to support them to identify their passions and career aspirations.



## Our Finances

Christian Action is a not for profit charity and all of our resources are invested in housing or used to provide services to our customers.

We continue to maintain a strong asset base and have a strong business plan that will enable us to respond to the many challenges facing the housing sector.

During the year ending 31st March 2020, our turnover was £14.5 million on assets (our housing stock) now valued at £164 million.

Christian Action acknowledges the generous funding and support that it receives from The Greater London Authority, our Local Authority partners, and a number of charitable trusts, foundations, churches and individuals.

Income & Expenditure	2020 £'000	2019 £'000	2018 £'000
Turnover	14,445	14,493	14,980
Operating Costs	(11,761)	(11,747)	(12,579)
Gain/(Loss) on disposal of property	368	(16)	564
<b>Operating Surplus</b>	<b>3,062</b>	<b>2,730</b>	<b>2,965</b>
Interest Receivable	4	7	3
Interest & Financing Costs	(2,306)	(2,299)	(2,325)
<b>Surplus for the year</b>	<b>760</b>	<b>438</b>	<b>643</b>

To see our full accounts please click [here](#)

The annual report summarised the performance of the association for 2019/20 as: -

Christian Action reported a surplus in the year of £0.76 million (2019: £0.4 million). Again we have seen further challenges within the supported housing and the social housing sector as a whole. Despite the impact of the ongoing 1% rent reduction regime and the introduction of Universal Credit under the Welfare Reform and Work Act 2016, we have continued to invest in both our existing housing stock and in the development of additional new homes.

### Value for Money

Our current value for money self-assessment can be found by clicking [here](#). The summary of our progress in achieving Value for Money states: -

- Since 2012 we have documented ongoing efficiency savings and revenue gains of £2.3M
- Further savings of £850K are planned for the next five years.
- Other efficiencies have been achieved on pensions, holidays and closing our play project (a non-core business).
- Successful delivery of the new homes set out in our Business Plan at marginal operating costs is expected to reduce our general needs cost per unit by £500 at current figures.



# Positive Outcomes and Plans for the Future

## During 2019/20 we have:

- Continued with our project to build 24 more new rented homes in Edmonton and put in place plans to construct or purchase a further 36 new rented homes over the next two years.
- Worked closely with a local church to bring forward plans to redevelop their site, including new housing.
- Secured further funding for expansion of our young persons' services.
- Continued with our plans to invest £6.8M in our existing homes over the next five years.
- From 1st January 2019 we have taken over the management of 140 units from Hendon Christian Housing Association and we are looking to develop that relationship in the future.
- We have continued to develop our plans to renovate our retirement scheme at Glebe Court.
- Continued to mentor and support customers experiencing difficulties due to the changes in welfare support and the impact of Covid-19.
- Continued to develop our digital strategy in order to transform the way tenants can access and use our services and to support agile working for staff.

## Forecasts 2021-2025

	2021	2022	2023	2024	2025
	£000's	£000's	£000's	£000's	£000's
Operating Surplus	3,028.20	3,128.20	3,299.80	3,411.60	3,409.70
Profit/loss on sales of fixed assets	250.00	255.60	262.20	269.80	277.60
Net Interest payable and similar charges	(2,225.50)	(2,394.50)	(2,742.80)	(2,817.40)	(2,925.50)
<b>Surplus for the year</b>	<b>1,052.70</b>	<b>989.30</b>	<b>819.20</b>	<b>864.10</b>	<b>761.90</b>
<b>Surplus excluding Gains from Sale of Assets</b>	<b>802.70</b>	<b>733.70</b>	<b>557.00</b>	<b>594.30</b>	<b>484.30</b>

## Key Metrics

### Financial Metrics (Golden Rules);

- Interest Cover Covenants – 1.1

Covenant Summary	2021	2022	2023	2024	2025
Barclays interest cover	1.35	1.36	1.40	1.37	1.30

- Gearing – 60%

Covenant Summary	2021	2022	2023	2024	2025
Barclays interest cover	43%	39%	38%	37%	36%

- Surplus > £300k
- Tight from 2023 - 2025 due to the interest ramping up following contracted development.



# Role Profile

<b>JOB TITLE</b>	Chief Executive
<b>DIRECT REPORTS</b>	Operations Director, Finance & Resources Director
<b>SALARY &amp; BENEFITS</b>	£102,000 pa  Benefits include a generous pension scheme, 25 days' annual leave increasing with length of service plus bank holidays, health care cash back, professional membership fees, employee assistance programme
<b>OBJECTIVES</b>	<ul style="list-style-type: none"><li>• Develop an empowered, engaged and customer focused staffing culture where equality, diversity and inclusion are welcomed and celebrated</li><li>• To inspire, lead and motivate staff ensuring vision, goals and values are clearly communicated</li><li>• Lead on the Association's digital transformation, ensuring it remains viable and fit for the future whilst core objectives are met and resources are protected</li><li>• To be responsible to the Board for the overall direction and leadership of the Association, for its effective culture and performance as a local landlord and employer motivated by social concern</li><li>• To develop forward thinking and effective strategies for meeting housing needs within appropriate statutory and policy requirements</li><li>• To ensure the Senior Management Team is effective in developing and implementing co-ordinated strategies and plans so that all parts of the Association work together in collaboration</li></ul>
<b>KEY RESPONSIBILITIES</b>	<b>GOVERNANCE</b> <ul style="list-style-type: none"><li>• To ensure that the Board is sufficiently informed and empowered to control the affairs of the Association</li><li>• Ensure that the Board and Committees are aware of their legal obligations, are properly advised on all legal matters and conduct the Associations business in accordance with relevant legislation rules and good practice.</li><li>• Keep under review the structure and composition of the Association's Board and Committees. Identify skills and experience needed and assist in finding new members.</li><li>• Periodically review and make recommendations on the framework of delegated authority and reporting systems so that the Board and its Committees operate effectively.</li><li>• Monitor the work of the Company Secretary to ensure that all the statutory requirements and records are properly maintained and all appropriate returns are made within the required time-scales.</li></ul>





## PEOPLE & CULTURE

- Actively promote and celebrate equality, diversity and inclusion amongst staff and residents
- Create a positive and productive workplace culture where staff are fully engaged and empowered to voice their ideas and opinions and actively contribute to decision making
- Create and communicate a clear vision for the future, consulting and engaging staff along this journey
- Sponsor the Equality, Diversity and Inclusion Strategy ensuring objectives are set and measured.
- Develop and maintain an effective staff structure. Ensure that through appropriate recruitment, retention, learning and development that the Association recruits and retains the right people in the right roles.

## STRATEGY, PLANNING AND CONTROL

- Develop future proof strategies that establish and update the Association's objectives and provide an effective framework for their implementation.
- Maintain and develop an effective business planning system for the Association as a whole which ensures that:
  - there is an overview of the capital and revenue programmes.
  - appropriate financial and other resources are secured
  - services are tenant oriented and represent good value for money
  - objectives are met across the Association.
- Ensure that all staff and Board members have a good understanding and awareness of the Association's objectives, plans and programmes.
- Ensure that there is an effective performance monitoring system that informs the Board of any problem that might threaten the implementation of its business plan.
- Ensure that there is an effective risk and asset management framework for all the Association's operations that enables risks to be assessed and controlled and assets to be maintained and enhanced. Assess all projects and proposals involving substantial risk prior to their presentation to the appropriate Board and Committees.
- Develop, maintain and review an overall framework of standards, policies, procedures and specifications covering all areas of the Association's work. Ensure that these represent best practice.

## CORPORATE LEADERSHIP

- Lead the Senior Management Team so that they operate effectively and efficiently in the development of co-ordinated Association strategies, policies, plans and initiatives and in the monitoring of Association performance. Ensure that they deliver clear and cohesive direction and management to the Association at all levels.



- Ensure Directors are effective and efficient in carrying out their various responsibilities and work productively together. Ensure that both internal and external services are provided efficiently and effectively and that staff at all levels work effectively together

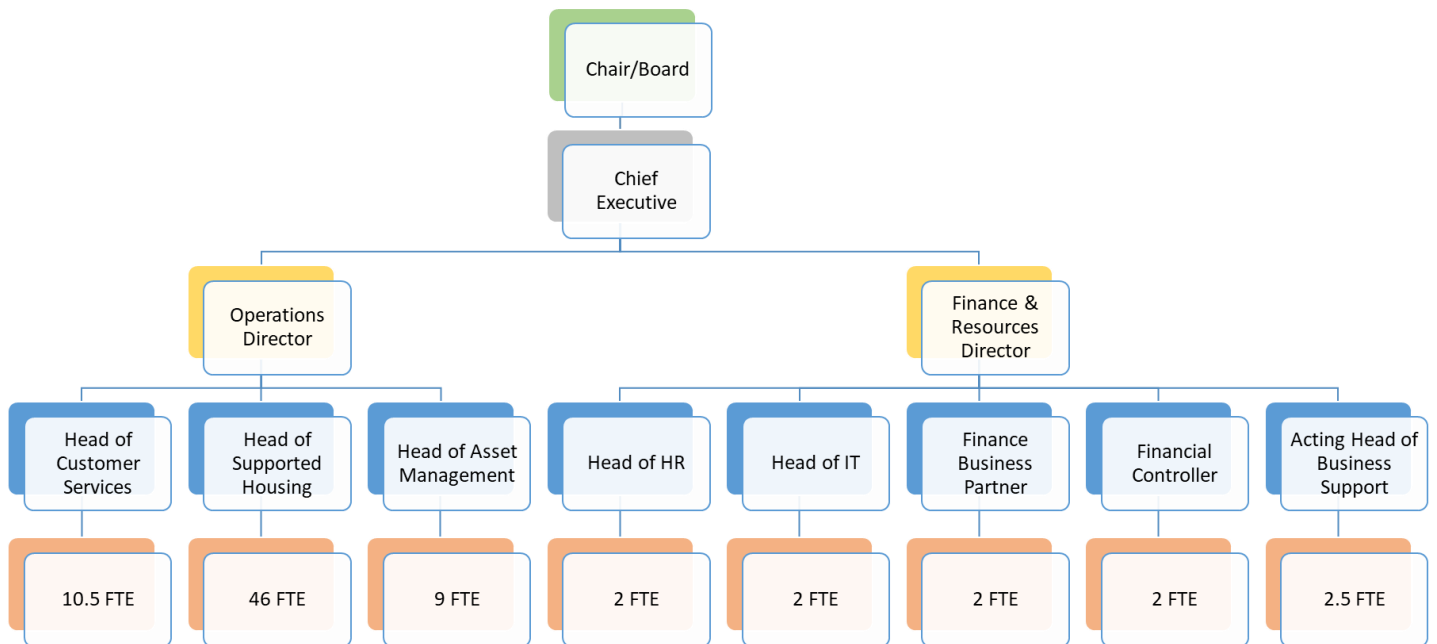
**PROMOTION AND FUNDING**

- Develop and implement an effective public relations strategy for the Association that promotes and enhances its work.
- Maintain and develop effective external networks with the other organisations that are key or otherwise beneficial to the work of the Association. Ensure that staff at all levels maintain good working relationships with all such external bodies as well as with tenants and the general public.

**OTHER**

- Uphold the Association's Code of Conduct, policies and procedures and lead by example. Ensure the highest standards of probity and accountability in the Association.
- Any other duties consistent with the objectives of the post as may reasonably be required by the Board of Management.

**Structure Chart**



# Person Specification

## Experience, Knowledge and Understanding

- In depth experience at a senior level in the social housing sector
- Managing change and transformation (ideally digital) within organisations
- Business acumen and commercial awareness
- Demonstrable leadership qualities shown by a strong track record of leading, engaging and motivating teams and creating collaboration across organisations
- Understanding of governance, with experience of working closely with Boards
- Sound knowledge and understanding of legislative and regulatory frameworks affecting housing associations
- Strategic focus and the ability to analyse financial information, make sound judgments and manage risk
- Strong customer focus and awareness of the communities we serve
- Enthusiasm and passion for social housing and delivering excellent outcomes
- Proven track record in delivering value for money services

## Personal Skills and Attributes

- Exceptional communication and influencing skills
- Collaborative, agile and inspirational leadership style
- Calm, consistent and clear thinking, even when under pressure
- Networks and builds effective working relationships and partnerships
- Influences, persuades and achieves co-operation of others
- Self-aware, ensuring own behaviour and attitude impacts positively on others
- Embraces and promotes change and creates a positive, inclusive culture
- Flexible, adaptable and positive approach to challenges
- Shows resilience in handling conflict



## SUMMARY OF BENEFITS

<b>SALARY, TERMS &amp; HOURS</b>	£102,000 per annum 37.5 hours per week
<b>ANNUAL LEAVE</b>	25 days plus bank holidays, Annual leave increases for all staff by 1 day per year after 5 years to a max of 5 days. Additional day given over Christmas/new year period
<b>PENSION</b>	Employer contribution = 6% Employee contribution = 3%
<b>SIMPLY HEALTH</b>	Health cash back EAP and counselling Legal and financial advice
<b>COMPUTER LOAN</b>	Up to £500
<b>LIFE INSURANCE</b>	3 x salary death in service
<b>SUBSCRIPTIONS</b>	One subscription to professional body per year
<b>OTHER</b>	Corporate Discounts Free Parking Cycle To Work Scheme



## CHIEF EXECUTIVE

Permanent, £102k pa, plus benefits, north London



### *Lead Us Into The Future!!*

Situated near the canal in Enfield Lock, Christian Action Housing own or manage over 1690 properties in the London boroughs of Enfield, Barnet, Haringey, and Waltham Forest. We have an excellent reputation with these authorities for providing innovative housing and support services. Our long serving and accomplished Chief Executive, Mark Hayes, retires in 2021 and we now launch our campaign to find a worthy successor.

Originally founded by a group of local Churches in Enfield, we have always welcomed people of all faiths and no faith at our organisation. We are financially sound with a turnover of £14.5M, a strong balance sheet and a Board commitment to independence.

Reporting to the board of management, the role will be responsible for inspiring leadership to 100 staff, supporting a culture which delivers services to a complex mix of housing types. Our new Chief Executive will lead us in a period of transformation, building on our strong foundation, taking our services to the next level - through increased use of digital options and a renewed focus on customer satisfaction, while remaining a landlord of choice for our customers and a partner of choice for local councils.

We are looking for a special individual: a strategic leader with the ability to build effective relationships and the commercial acumen to lead the direction, growth and performance of our business. Sharing our values of fairness and ensuring equal service for all of our communities, you will bring substantial experience of operating at a senior level within the housing sector in at least a comparable size business, managing multiple operations.

We are ambitious for our size and are constantly finding ways of doing more. We are continuing to develop; we currently have £10m to invest in our communities and are active members of a development alliance partnering with the GLA.

If you can help us realise our ambitions, please contact our recruitment consultants for an informal discussion:  
**Tony Clark or Julie Kellaway at The Housing Executive:**

**020 7620 3048**

**rec@thehousingexecutive.com**

**Closing date: 9.00 am, Monday 9th November 2020**

*Christian Action Housing are committed to equality and diversity, serving a multi-cultural, diverse local community and are working towards reflecting that diversity within our organisation at all levels.*

