



christian action housing



Board Member Recruitment Pack

March 2021





020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Re: Board Members for Christian Action Housing Association

Thank you for requesting information about this exciting role.

As consultants to Christian Action Housing Association, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application.

Recruitment Timetable & Process:

Closing Date: 10.00 am Monday 15th March 2021

First Interview Dates: 24th and 26th March

Second Interview + Meet & Greet: 1st and 8th April

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** and complete the confidential **Monitoring Form**. You can download a monitoring form by clicking [here](#).

PLEASE NOTE: The Supporting Statement should address the questions on page 11 of this pack.

Send your application (CV/Statement/Monitoring Form) by **10.00 am on Monday 15th March 2021:**

By email to: 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, director 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 Association.

Letter from the Chair

Re: Board Members

Thank you for your interest in becoming a Board Member at Christian Action Housing Association.

Christian Action have 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, we have put the health, safety and wellbeing of staff and residents above all whilst the Association manages the effects of the pandemic.

This is a very exciting opportunity to join 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, supported, young people's and related services - employing 100 staff and sustaining an annual turnover of almost £14.5M. This provides a very firm foundation from which the Executive and Staff 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 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 the 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 new Board Members play a key role, working with our new Chief Executive and the Senior Management Team to ensure our continued success. They will join a lively, diverse and engaged group of people, united by a common cause to make a genuine difference. We are looking for individuals with a track record of achievement in a specialist area, who can also contribute to our overall strategic direction, have the ability to govern a complex organisation, while sharing our ethos, values and 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 Housing Association 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
Operating Surplus	3,062	2,730	2,965
Interest Receivable	4	7	3
Interest & Financing Costs	(2,306)	(2,299)	(2,325)
Surplus for the year	760	438	643

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)
Surplus for the year	1,052.70	989.30	819.20	864.10	761.90
Surplus excluding Gains from Sale of Assets	802.70	733.70	557.00	594.30	484.30

Key Metrics:

The CAHA has two financial tests which the organisation needs to comply with as part of its agreements with its main lenders.

1. Interest Cover – This is the ability of the organisation to meet its interest or debt payments to its main funders. The lender agreements are structured in a way that the organisation and its business plan needs to meet a minimum of 110%.

2. Gearing – This is ratio between the organisation's debt as a proportion of its overall value. This ratio is set as a minimum test for the organisation to achieve and should not be greater than 60%.

The business plan shows that CAHA has the following tests applied from 2021 to 2025:

Interest cover	1.35	1.36	1.40	1.37	1.30
Gearing	43%	39%	38%	37%	36%

This shows that the Business Plan complies with all the lender covenants over the next 5 years.



Existing Board Members

Jackie Kelly - Chair

Jackie has over 20 years' operational and strategic housing and customer service experience, working in housing associations, stock transfers, local authorities and charities.

Carol Connah

Carol currently works for the Barnet Group (a Social Housing ALMO) and has considerable property procurement expertise.

Ann Reynard

Ann is a long time Christian Action tenant with personal experience of homelessness, domestic violence and all that this entails. Ann is now a freelance project adviser with experience advising on women's development, business start-up, drug and alcohol misuse and children with Down's syndrome.

Mark Hayes

Mark Hayes is the Chief Executive at Christian Action Housing Association.

Perry Singh

Perry provides interim strategic management. He has led on major projects throughout his career. He has extensive experience in finance, housing strategies and operational housing functions.

Patrick Odling-Smee

Patrick has lived and worked in Enfield and Haringey for over 20 years, and has over 25 years' experience in senior leadership roles at local authorities and housing associations.

Adrian Lee

Adrian has previously worked for Enterprise Enfield. He provides SME advisory services giving support and advice on a range of business matters – environmental, sales, marketing, employability and procurement. He has also held a number of non-executive roles in housing related and Not for Profit organisations.

David Oldham

David has 18 years' experience of working as finance director of housing associations and other not for profit organisations. He has expertise in financial and performance reporting and has dealt with a wide range of issues that affect registered providers and other not-for-profit organisations.

Abiol Yusuf

Abiola has Strategic finance and treasury expertise gained at senior management and board level in the housing and voluntary sectors. Abiola is currently Director of Finance, Property and ICT at Nightingale Hammerson, a charity providing residential, nursing, dementia and palliative care to the elderly within the Jewish Community.

Philip Cunningham

Philip has civil engineering, project management, commercial director and governance (school/education) expertise. Has run his own consultancy for 25 years through which he has acted as Commercial Director for the £100 million plus Luton Dunstable Busway and as Project Manager for other large regeneration projects.

Wayne Plummer

Wayne is a Christian Action tenant and has worked for several housing associations. His main area of expertise is within Housing/Tenancy Management and Maintenance.



Role Profile: Board Member

Key tasks and responsibilities

- 1. As an accountable Member of the Association's Management Board, you must:**
 - Define and uphold the values and Objectives of the Association
 - Uphold the National Housing Federation Code of Excellence in Governance and Code of Conduct
 - Ensure that the Association reviews and develops a set of relevant policies
 - Declare any relevant interests and identify any possible conflict of interest
 - Establish and oversee a framework of delegation and systems of control
 - Monitor the Association's performance in relation to Business and Operations plans, benchmarking, internal and external audit and key performance indicators
 - Appoint (and if necessary dismiss) the Chief Executive, and be represented in the appointment of second tier managers where appropriate
 - Contribute to, debate and share responsibility for Board Decisions

- 2. To play a full role in promoting the Board's effective operation, you are responsible for ensuring:**
 - That the Board works as a team with Senior Officers and that working relationships with other officers are maintained and enhanced
 - That you are pro-active in seeking out information and asking for training when required
 - That you prepare for meetings by reading and assessing all relevant papers and reports irrespective of whether you will be present and provide input if unable to attend a meeting
 - That you serve on an appropriate Committee and are willing to consider becoming a committee chair if appropriate

- 3. To ensure the effective management and promotion of the organisation, you are asked to:**
 - Conduct yourself as an Ambassador of the Association
 - Attend internal and public events where appropriate e.g. Residents Conference

Person Specification

The successful candidate will have:

- Effective communication and influencing skills
- The ability to act independently and a willingness to provide constructive challenge to peers
- A proven ability to work effectively as part of a team that makes collective strategic decisions.
- Strong analytical capability with the ability to analyse complex information and concepts.
- A genuine interest in housing those in need, and a willingness to learn and develop in this field.
- An understanding of the role of a Board, and willingness to accept the statutory duties, responsibilities and liabilities of Board membership in a charitable registered provider of social housing.
- An understanding of the positive role housing can play in improving the lives of diverse tenants and communities.
- An ability to maintain standards of probity and work within the regulatory and governance frameworks.
- An ability to work with electronic communications or a demonstrable willingness to learn.
- The willingness and ability to devote the necessary time and effort required for the role.



SUMMARY OF TERMS

REMUNERATION	£2,000 pa (Reviewed annually)
COMMITMENT	4 Board Meetings Per Year (evenings from 6.00 pm) 4 Committee Meetings Per Year (evenings from 6.00 pm) 1 Strategy Day Per Year (Saturday from 10.00 am) 1 Annual General Meeting (evening from 6.00 pm)
TENURE	<p>Maximum tenure (including the Chair) will normally be up to six consecutive years (typically comprising two terms of office), but where a member has served six years, and the board agrees that it is in the Association's best interests, their tenure may be extended up to a maximum of nine years.</p> <p>The Association follows the National Housing Federation Code of Governance on tenure and renewal of board members. The Chair of the board would normally be expected to serve for a minimum of 3 years.</p> <p>A member who has left the board is not re-appointed for at least one year. These provisions concerning tenure apply to office held across all of the Association's board and committees.</p>
INDUCTION, LEARNING AND DEVELOPMENT	<p>All new board members will receive an induction and ongoing learning and development during their tenure. Initial training will be delivered within 3 months of appointment via e-module.</p> <p>A full appraisal process for individual Board members will be carried out annually.</p>
OUTSIDE ACTIVITIES	Board members should consider themselves at all times as being potentially regarded as ambassadors of the Association and should, therefore, ensure that none of their other activities has the effect of bringing the Association into disrepute.
EQUALITY AND DIVERSITY OF BOARD MEMBERS	As a local business we want to fully represent our local community. The Association appoints board members who fully embrace our equality, diversity and inclusion strategic goals, and who are representative of the wider community.

PLEASE ADDRESS THE FOLLOWING QUESTIONS:

1. YOUR SKILLS

What contribution do you feel able to make to Christian Action Housing?

Please provide as much detail as possible here, referring to **EITHER** your specialist area - Governance, Property/development/procurement, Customer service (including digitalization), Strategic HR.

OR,

If you are a CAHA Resident, details of your :

- General concern about housing needs
- Experience of management issues, including any management of staff and of property
- Community relations and needs, including equal opportunities
- Experience of working with tenants
- Housing management expertise, including wider social policy issues
- Building and/or development expertise
- Finance and business expertise
- Other experience/skills, eg making public presentations, legal matters (please state)

2. ABOUT YOU

If you are a Resident without a CV, please give details of your current employment (if any) or any voluntary commitments you have. Other applicants please enclose your up to date CV.

3. OUR VISION

By applying to become a member of the Association you are agreeing to support our vision:

“Motivated by Christian and social concern, the Association is striving to provide more good homes, affordable for those in housing need, and to provide a high quality and accessible service to our existing tenants.”

Please tell us how you demonstrate your commitment and contribute to our vision.

4. EQUALITY, DIVERSITY AND INCLUSION

The Association is committed to Equality, Diversity and Inclusion in everything it does. Please tell us how you will demonstrate your commitment to EDI issues.

5. REFEREES

Please give details of **two** referees that the Association can approach to confirm your suitability as a potential member of the Association. (Include their Name, Address, Contact Number, Email address and Capacity in which you the referee knows you).





Board Members (with Committee Responsibility)

Enfield, London.

£2,000 pa.



Situated near the canal in Enfield Lock, Christian Action Housing Association 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. Originally founded by a group of local Churches in Enfield, we have always welcomed people of all faiths and no faith at our organisation. Our 100 staff support a culture which delivers services to a complex mix of housing types. We are financially sound with a turnover of £14.5M, a strong balance sheet and a Board commitment to independence.

Our Board is a lively, diverse and engaged group of people, united by a common cause to make a genuine difference. Recognising that strong governance is crucial to our continuing success, we are now seeking several new Board Members who can also sit on one of our Committees. We have 3 Committees that meet quarterly: Resources, Operations and Audit & Risk. We are especially interested in candidates with any of the following backgrounds:

- Governance
- Property/development/procurement
- CAHA Resident
- Customer service (including digitalization)
- Strategic HR

We are looking for people with a track record of achievement, who can also contribute to our overall strategic direction and have the ability to govern a complex organisation.

This is a great time to join Christian Action Housing Association: our new Chief Executive starts in May and will lead us in a period of transformation - building on our strong foundation and 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 ambitious for our size and are constantly finding ways of doing more. We are continuing to develop and currently have £10m to invest in our communities and are active members of a development alliance partnering with the GLA.

CAHA want to reflect the diversity of the communities we serve at all levels within our organisation, including the board, and actively encourage all applications.

If you can help us realise our ambitions, please contact our recruitment consultants for an informal discussion:

Tony Clark at The Housing Executive:
020 7620 3048
rec@thehousingexecutive.com

Closing date: 10.00 am Monday 15th March 2021

First round interviews: w/c 22nd March 2021

Start date: June 2021

