



Director of Finance (Shared)

Recruitment Pack

June 2021



020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Re: Director of Finance
Waltham Forest Housing Association and Peter Bedford Housing Association

Thank you for requesting information about this exciting role. As consultants to Waltham Forest Housing Association (WFHA) and Peter Bedford Housing Association (PBHA), 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 19th July 2021

First Interview: Thursday 29th July 2021

Final Interview & presentation: Thursday 12th August 2021

- 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 Chief Executives, Clare Norton or Shahron Shah, directly prior to the final interview.
- All Interview stages are likely to take place using a mix of via video conference using MS Teams/Zoom and face to face (with appropriate Covid measures).

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](#).

Your **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 **10.00 am on Monday 19th July:**

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 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 this role with Waltham Forest and Peter Bedford Housing Associations.



Dear Applicant

Thank you for your interest in the role of Director of Finance for Waltham Forest Housing Association (WFHA) and Peter Bedford Housing Association (PBHA).

This is a unique opportunity to join the leadership teams of two great organisations who are committed to tackling inequality in East London.

Our values are at the heart of what we do and this synergy, along with ambition and complementary service provision, form the basis of our partnership in sharing this role.

Our aim is to maximise the benefit of a senior, strategic level appointment. Staffing structures in both organisations will support the postholder to operate with an appropriate, high level of focus.

We are excited to consider if and how our partnership could be strengthened and the postholder will join these discussions going forward.

We're looking for a strategic leader and great communicator who shares our values and who is excited by this joint role as much as we are.

We strongly encourage applications from people who are under-represented at leadership level, including people with a BAME background.

If you'd like to join us and play an integral part in the leadership of two progressive, inclusive and innovative organisations with clear and meaningful social purpose, we'd love to hear from you.

Shahron Shah and Clare Norton

Chief Executives

Waltham Forest and Peter Bedford Housing Associations





Introduction to Waltham Forest Housing Association (WFHA)

WFHA was established nearly 60 years ago by a group of local residents who wanted to create housing and support services for “disadvantaged” people. Although we might use different language now, that social purpose still stands.

Today, WFHA is a registered provider of social housing, with charitable status, and owns 331 homes in the Borough of Waltham Forest. Approximately 50% of our homes are specifically for older people and the remainder is general needs accommodation with a small number of supported living units for people with learning disabilities and autism.

WFHA is financially strong, with reserves of £1m, an annual turnover of £2.7m, balance sheet at nearly £15m and low gearing level. All of our income is through rent and service charges and all of our homes are let at social rent.

Our tenant base is representative of the diverse communities of Waltham Forest which is a richly diverse Borough in the East End of London. This, along with our tradition as a place for makers and creators, was instrumental in us being chosen as the first London Borough of Culture in 2019/20.



We are tenant-focussed and operate in the heart of our communities. We have an established and committed Board comprising of nine members and two co-optees. The Board is supported by three committees who cover Governance; Asset Management & Development; and Finance, Audit and Risk. Our governance framework is comprehensive and subject to regular review. Twenty five percent of our Board members are from BAME communities and we are actively working to increase diversity at this level in the organisation.

Our senior team have been in post for the last four years and comprise our CEO, Director of Operations (Also Director of HR and Deputy CEO) and Director of Asset Management & Development (also Company Secretary). We have an exceptionally engaged staff team of 18 people, more than 50% of which are from BAME communities.

WFHA is led and driven by our shared vision and values, which we developed shortly after the Grenfell Tower tragedy in June 2017.



Our Vision

WFHA is working to deliver a future where everyone, in every community we serve, has a safe, truly affordable home and great life chances, in a society where they are valued and respected.



Our Values

We **RESPECT** people and communities through our belief in equality, inclusion and the value of diversity. We believe we have more in common than things that separate us.

We **EMPOWER** people and communities by maximising strengths and opportunities and building resilience.

We are **AMBITIOUS**, constantly improving, delivering better value for money and striving to provide more homes and services.

We **CARE** about what we do, step up to take responsibility and are passionate about our social purpose and making a positive difference.

We are **HONEST**, act with integrity and are accountable to our tenants, our partners and each other.

REACH – Oxford Dictionary definition:

(verb) 1. Stretch out so as to touch or grasp something 2. Be able to touch something 3. Arrive at or get as far as 4. Achieve or come to a particular point or state 5. Make contact with

(noun) 1. The distance to which someone can stretch to touch something 2. The extent to which someone or something has power, influence or the ability to do something

Everyone involved with WFHA is supported to be their authentic selves and to give their very best.



Business Plan and priorities

Our Business Plan for 2021/24 is informed by both our values and the changed and changing operating environment. It commits us to four strategic objectives:

1. Improved accountability to our tenants and other stakeholders
2. Safe and good quality homes and services
3. Environmental sustainability
4. Becoming an even stronger organisation

Current priorities include:

1. Achieving our Value for Money targets (e.g., headline cost per unit)
2. Delivering approximately 20 new units on our own land (finance is in place and the planning process has begun)
3. Modelling the results of a recent stock condition survey to inform short and long term financial planning
4. Investing in Information and Communications Technology

A year of inequality and accelerated agility – rising to the challenge

Over the last year, building safety issues, the coronavirus pandemic and Black Lives Matter movement have converged to uniquely highlight inequality in our society. WFHA's work is essentially about addressing inequality and we are committed to making a difference.

The pandemic has clearly proved challenging, but we haven't just survived, we've thrived and constantly been ahead of the curve in identifying and mitigating risks to our tenants and business. The pandemic accelerated our plans for agile working and provision of services. Which has embedded our approach to innovation and responsiveness. Over the last year we've increased income collection, maintained 100% landlord compliance and progressed our partnership with London & Quadrant to build new homes on our land.

We have an excellent relationship with the local authority, other partners and stakeholders. WFHA enjoy a great reputation and we're known for "punching above our weight".

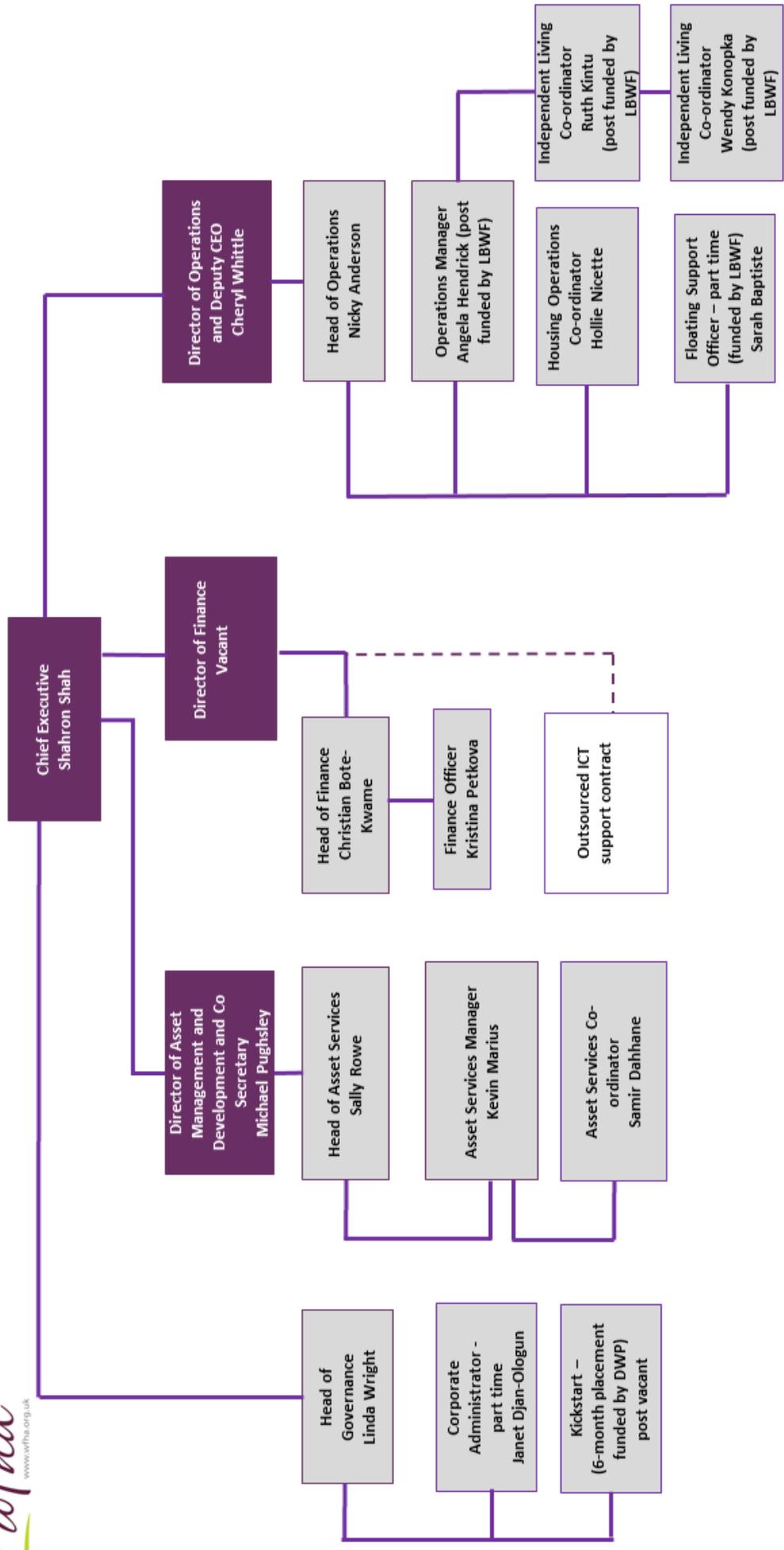
Going forward, we are keen to maximise our impact and explore partnerships with other organisations that could better enable delivery of our goals.

Shahron Shah

Chief Executive

Waltham Forest Housing Association

WFHA Staff Structure June 2021





Introduction to Peter Bedford Housing Association

PBHA is a housing association with charitable aims that creates positive change in people’s lives. As well as homes and support, we empower people to learn, access work and discover their creative talents. Based mainly in Hackney and Islington, we work with people who are homeless, have mental ill health, learning difficulties and multiple needs. Our work enables people to move on and lead independent lives.

PBHA is a charitable registered society under the Co-operative and Community Benefit Societies Act (no. 20037R) and registered as a housing association with the Homes and Communities Agency (no. LH0888). Any surplus is retained in the association and used for our charitable objects.

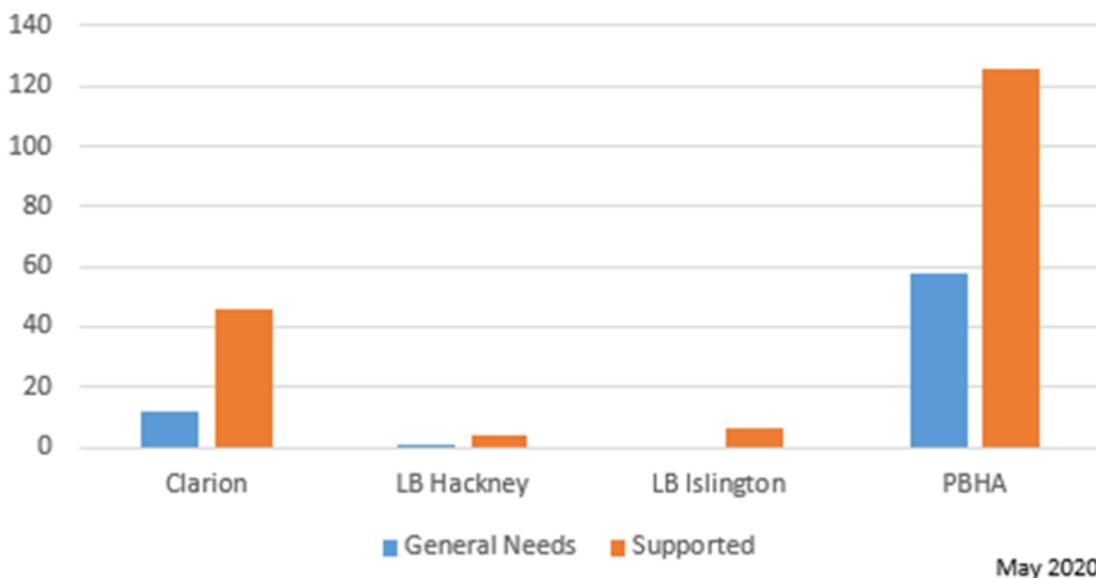
Peter Bedford was an 18th century social reformer and philanthropist who lived and worked among the people of Spitalfields in East London to help people help themselves. We took his name to acknowledge the support we received from the Bedford Institute Association when we began.

Peter Bedford Trust was established in 1969 by Michael Sorenson, a probation officer who saw that, following prison, offenders were struggling to re-establish themselves in society. He decided to set up a community in which they could live, learn and work together, gradually helping each other to become independent. The Quakers supported the organisation in these early years, and over time it became apparent that housing was the most significant need for the community, so the Housing Association was established in 1971.

PBHA has 277 homes - of which 196 are supported housing. These are in a range of shared and self-contained street properties across Hackney and Islington. While we own most of these homes, a few are owned by another association (Clarion) which has granted long leases to PBHA.

In addition to our tenants, annually PBHA also supports around 300 people with vulnerabilities to develop a variety of skills that encourage greater independence and self-sufficiency through our Enterprises and Training services.

Properties by Landlord





What drives us?

Our Visions & Values

Our Vision is a society where everyone is valued and seen as having something to contribute. Our Mission is to inspire people with vulnerabilities to realise their potential, build on their strengths and achieve independence.

Our Values are based on PRIDE

P: We make **Progress** through **Participation**

R: We achieve **Respect** through taking **Responsibility**

I: We work in an **Inclusive** way and be **Innovative** about what we do

D: We value the uniqueness of every individual and welcome **Difference** and **Diversity**

E: We **Empower** and **Enable** tenants and participants to take control of their futures

Our most recent Annual Review to March 2020 provides information about our services, operational and financial performance, and can be viewed at

<https://www.peterbedford.org.uk/wp-content/uploads/2020/11/PBHA-Annual-Report-2019-20-Final.pdf>

We are strongly committed to tackling discrimination and inequality in any form. We are a Mindful Employer, a Disability Committed Employer and are striving to address any inequalities by becoming an Anti-racist organisation. Black or minority ethnic people are currently under-represented at a leadership level within PBHA. For this reason, we are encouraging applications from black or minority ethnic communities for this leadership role.





Our Finances

Peter Bedford HA's turnover for 2020-21 was £3.35m with a surplus of £250,000. Total reserves are £7.1million (subject to audit). All previous annual accounts are available on our website.

As a housing association which has not developed new properties for a significant time, our borrowing is low. We are working towards increasing the number of homes within our existing portfolio, and expanding the number of people we support.

PBHA's portfolio of largely shared dispersed street properties, the support needs of our client group and the challenging funding climate has meant historically it has been difficult to achieve sufficient levels of investment. We have however been making good progress on stock investment over recent years, restructuring and growing our surplus for reinvestment.

The **Social Impact** PBHA creates is central to PBHA's purpose, and therefore we measure this impact using the HACT Wellbeing Valuation Approach. We were able to capture **£4.4M of social impact created in 2019-20**.

Our Recovery service produced a net benefit of £2.3M which represents almost a 10 to 1 return on budget.

Our Enterprises and Training service produced the biggest return on investment (25:1) and created over £600K of social impact.



What are our future plans and prospects?

Our priority is to enable our tenants and other participants to achieve independence – we are creative and open to new ways and opportunities to achieve this.

Our focus on providing participants with the means to learn the basic skills needed to live more independently and succeed in employment has led to rising numbers of tenants ready for move on from supported housing and reduced the time taken for individuals to reach this goal.

Our most pressing challenge now is to support tenants to find suitable move on accommodation in an increasingly unaffordable housing market. Therefore, move on is a key part of our 2020-25 strategy:



Our 2020-25 strategy:

1. Further Invest in homes which tenants are proud to call home

We will invest in tenant's homes going beyond the Decent Homes Standard and aiming for a new more ambitious PBHA Homes and Places Standard. The Standard will strive for every PBHA home to be affordable, spacious, stable, local, sustainable, decent and safe. We will build a sustainable mix of properties, where occupancy is maximised and Peter Bedford will cater for a range of needs over the course of people's lives.

2. Increase Peter Bedford's viability, impact and Value for Money

We will balance costs and income so we are fully viable and sustainable and in a strong position by the end of the Business Plan in 2025. The social impact we create will grow as we develop tools to measure distance travelled, aim to work across more boroughs and manage more homes. We will reduce any negative impact we have on the climate, and will develop a plan to become carbon neutral in the long term. We will grow our positive impact on and add value to local communities through our Community Connectors and Champion programmes. We will seek to Make Every Contact Count as we aim to connect people and reduce isolation and loneliness.

3. Place tenants at the centre of Peter Bedford

Through our ambition to share control and decision making with tenants and participants, we will create a more democratic organisation together. Tenants and participants will feel more control over their life at Peter Bedford, they will deliver services through being employed and trained by us and create value at our social enterprises. This will involve us developing a Customer Service Standard, a Tenant Portal, taking our Psychologically Informed Environment to the next stage and achieving recognition for this with new Quality marks. We will seek to house and support more people as we help residents to move on successfully into independence. We will seek to improve tenant and participants' Financial and Digital Inclusion. We will seek to safeguard our creativity pathway and its therapeutic value in recovery.



4. Strive for happiness at work

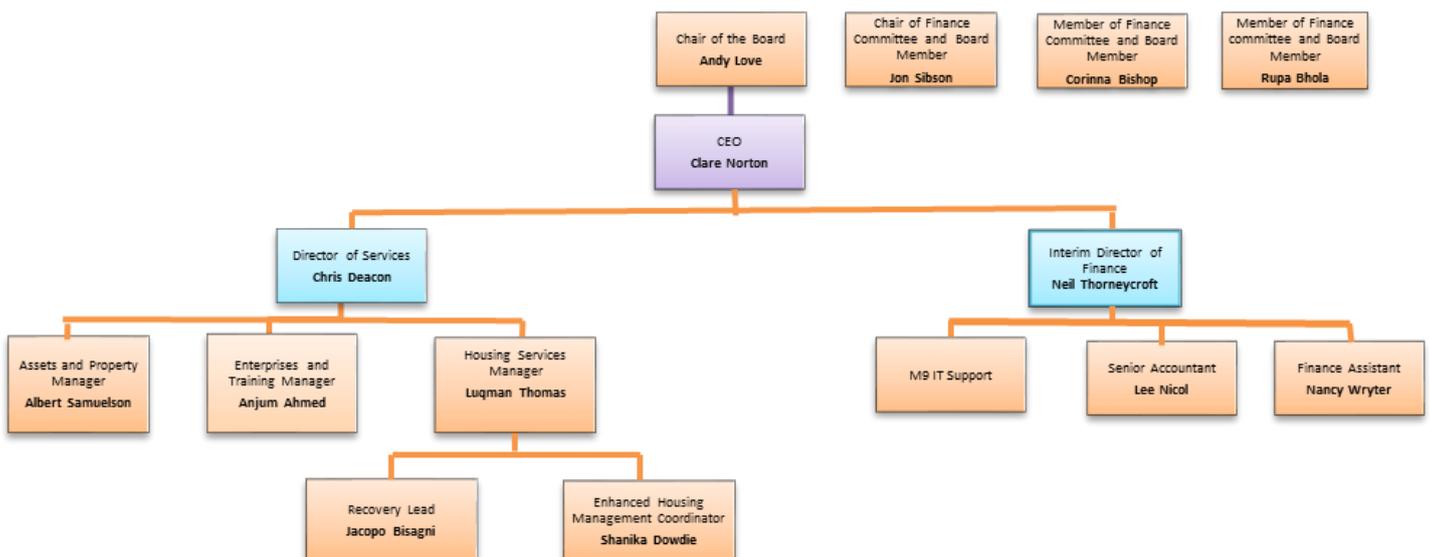
We will invest in recruitment and retaining staff, we will encourage colleagues to progress in their careers and diversify their experience with Peter Bedford. We will listen to feedback from our staff and seek to respond so we can build a place where everyone is happy at work. We will invest in the strengths of our team so that we become even more impactful, creative and skilful, building a cohesive Learning and Development hub for staff to invest in their Continual Professional Development. We will build an Anti-racist and Anti-discriminatory organisation, tackling inequality at every level. We will seek to harness ideas and innovation from the team so we are always adapting and so managing change well. We will be optimistic, value each other’s achievements and strengths, and always be constructive. Above all, we will value all of our colleagues so we do create a happy place to work.

5. Build Partnerships

We will deliver better and more creative services through effective partnerships. We will seek to amplify our impact through campaigning with partners. We will look to be more effective by partnering with similar organisations to offer central services. We will build community partnerships with Community Connectors and Champions, and we will communicate how we can add value to the community.

Clare Norton
Chief Executive
Peter Bedford HA

Who are our staff?



PBHA employs around 35 staff and contracts with a number of freelance trainers to deliver training programmes.

**Role Profile: Shared Director of Finance,
Waltham Forest HA (WFHA) and Peter Bedford HA (PBHA)**



Responsible to: The Chief Executives of WFHA and PBHA

Date issued: 14 June 2021

Responsible for: Head of Finance, Finance Officer (WFHA) and Senior Accountant, Finance Officer (PBHA) - All full time

Salary: £70,000 pa

Context and arrangements:

WFHA is an independent, not-for-profit, Registered Provider of housing. It is community based and provides homes in the London Borough of Waltham Forest. Approximately 50% of tenants live in sheltered or supported housing. Sheltered housing gives older people the independence of their own flat, with the security of an alarm system. The association provides a supported housing scheme for people with learning disabilities, as well as an award-winning scheme for people with autism. About 50% of its homes are suitable for single people or families.

PBHA is a housing association with charitable aims that creates positive change in people's lives. As well as homes and support, we empower people to learn, access work and discover their creative talents. Based mainly in Hackney and Islington, PBHA works with people who are homeless, have mental ill health, learning difficulties and multiple needs. PBHA enables people to move on and lead independent lives. The association is committed to an asset based and psychologically informed approach to its work. Mutual support, participation and personal development for both staff and service users is key to this.

Both organisations are values based and have a strong commitment to tackling inequality and promoting inclusion. WFHA and PBHA have come together to share this post with the aim of maximising the benefit of a strategic level appointment. Staffing structures in both organisations will support the postholder to operate with a higher level of focus .

WFHA will be the principal employer and will second the postholder to PBHA with each association investing equally in the role. The postholder will divide their time equally between the two organisations (details agreed by arrangement). A Service Level Agreement will sit alongside the contract of employment. The postholder will be expected to deliver on the terms of this SLA.

Objectives of the post:

- Leading and managing finance functions
- Overseeing ICT
- Dealing with periodic corporate matters including ensuring appropriate insurance cover
- Coordination of the Finance, Audit and Risk Committees
- Support to and attendance at Board as required
- Contributing to the strategic leadership of each organisation
- For PBHA only: acting as Company Secretary

Based at:

The postholder will be able to work on an agile basis, remotely with attendance at both organisations offices as required: WFHA, Energy Centre, 31 Church Hill, Walthamstow, E17 3RU and PBHA, Kingsland Hub, 242 Kingsland Road, London. E8 4DG. However, should the postholder require, office space is available by arrangement. Both sites are accessible to wheelchair users.



1.0 Overall Responsibilities

- To ensure all internal services are fully integrated and focused on internal customers, providing a service that is flexible and responsive to need
- To ensure that the Finance departments run smoothly and are able to meet current and future strategic objectives
- As part of the Leadership Teams, to contribute to strategy, policy, planning and risk management
- Advise Boards and coordinate the Finance, Audit and Risk Committees
- To take a lead on the financial overview of both associations separately to ensure they can deliver in the short and long-term
- To safeguard both associations' assets, ensuring their ongoing sound financial and legal stewardship
- To promote joint working and collaboration across both organisations, enabling learning and new shared projects to be planned and implemented
- To oversee ICT and ensure systems work effectively, efficiently, securely and fully meet business requirements
- For PBHA: To ensure all Company Secretarial tasks, including co-ordinating regulatory returns, are undertaken efficiently and effectively as appropriate

2.0 As a member of the Leadership Team

- To be part of the team which leads, manages and takes responsibility for the strategy and development of the organisation
- Ensure that all parts of both associations benefit from inspired leadership that reflects and motivates the commitment, energy and enthusiasm of staff
- Keep up to date with all legislative and regulatory changes as appropriate and plan and implement changes as required to policy, training and guidance
- Contribute to the preparation of grant applications, coordinating the financial information used
- Institute and operate means of internal control
- Contribute to Board decisions and discussions as required, coordinating the Finance, Audit and Risk Committee meetings and papers

3.0 As Head of department

- Ensure the work of the teams is properly allocated and executed
- Ensure that the respective teams are aware of their association's strategy and business plan and are involved in the planning and development of departmental work plans
- Actively promote and adhere to all the respective association's policies and procedures
- Plan for and implement staff recruitment and selection for the respective teams
- Ensure proper systems for managing and monitoring work are in place
- Work between teams to co-ordinate effective services



4.0 Financial management

- Lead on the development of both associations' budgets to ensure that they have the capacity to deliver their strategic plans
- Lead on monitoring income and expenditure, and provide Leadership Teams with high quality frequent financial and budgeting information and accounting services
- Seek external legal advice where required
- Advise on the appropriate level of reserves and manage our investments
- Effective management of assets and working capital
- Manage production of the final audited accounts, supporting the external audit
- Ensure financial reports are prepared to time and quality

5.0 Infrastructure

- Support the outsourced IT services and all databases and software systems used by both associations.
- Assist the respective CEOs in leading their Digital Transformation journeys, maximising the use of information, improving performance and engagement with tenants and participants
- Arrange and keep under review all insurances ensuring value for money
- Assist and advise managers when securing best value and procuring supplies and contracts
- Conduct and review risk assessments on the Finance and IT workflows. Support the work of the Health & Safety Officer where required

6.0 General responsibilities of all employees

- Ensure adherence to both associations' policies and procedures
- Participate in key meetings
- Contribute to policy development, income generation, strategic and annual planning, corporate and cross-team activities, external partnerships and promotional activities as required
- Promote, develop and support both associations' ethos, values and impact
- Collaborate and cover for other colleagues as required

7.0 All colleagues are expected to:

- Work co-operatively as part of a team and with other teams
- Be involved in the selection and training of new colleagues and volunteers
- Take responsibility for own learning and development
- Engage in 1:1 reviews, appraisals and all relevant meetings
- Ensure the observation of all policies and practices, including those relating to equality and diversity, confidentiality, health and safety, financial control, standing orders, recruitment, supervision, appraisals, sickness and disciplinary
- Plan and organise own work
- Undertake all other reasonable duties



8.0 General information

Please note that:

- This role is subject to development. The postholder should recognise that both organisations may need to change and adapt the role to meet the future needs of both associations.

9.0 Main Conditions of Service

- This is a full time position. The post is for 37.5 hours per week, 7.5 hours per day. Duties will occasionally be carried out over evenings and some public holidays. Both associations are working towards implementing an Agile working, outcomes focused employment framework which builds in considerable flexibility for employees.
- Annual leave entitlement is 26 days per year, plus normal bank holidays. This will rise after each completed year of service to a maximum of 30 days.
- The starting salary for this post will be £70,000 pa.
- The postholder will be eligible for membership of SHPS, WFHA's contributory pension scheme. WFHA contributes 10% of salary.
- In common with all posts at WFHA, confirmation of appointment is subject to a probationary period (6 months).
- The notice period for this role once probation is passed is 3 months.





Role requirements

We do need you to use the application form or covering letter to demonstrate your capabilities, in relation to each point listed under essential requirements in the role requirements. Where relevant use your answers to illustrate how your competences have helped you achieve positive results.

The minimum experience required for the post is:

Assessed by*

- A • CCAB Qualified Accountant with demonstrable and substantial post qualification experience
- A • Experience gained in a regulated housing organisation or a relevant public sector organisation
- A • Demonstrable experience of line managing a professional team
- A • Significant experience of delivering high quality and complex services for internal customers
- A / I • Experience of securing and maintaining effective internal and external partnerships
- A / I • Experience of developing strategic financial plans, including risk planning
- I • Experience of working in a senior management team and reporting regularly to Board
- I • Experience of influencing the Chief Executive, Board and Senior managers
- A / I • Experience of supporting the development and maximising the impact of ICT systems
- A / I • Experience of financing capital investments in existing housing and new developments
- A / I • Experience of change management

The competencies required for the post are the ability to:

Assessed by*

- I / T • Think and plan strategically
- I • Manage resources by contributing to raising funds and maximizing the impact of all our resources, whether physical assets or colleagues
- I • Negotiate successfully, demonstrating tact and diplomacy and commanding respect
- A / T • Lead the Finance department to achieve excellent standards
- I / T • Foster positive relationships internally and externally appreciating each other, and communicating clearly and in a way accessible to the audience
- I / T • Reflect and continually improve services



The successful candidate will need to be committed to:

Assessed by*

- I / T • A strengths based people focused culture
- I / T • Setting high standards when promoting equality and diversity
- A / I • Being accountable for all areas of responsibility, notably compliance with legislative, contractual and regulatory requirements
- I • Co-operative team working.
- I • Have the flexibility to accommodate work responsibilities that occasionally extend beyond normal working hours at short notice.
- I / T • Model high standards of performance and personal conduct
- The values of both organisations

Assessed by*

- A Assessed through Application Form
- I Assessed through Interview
- T Assessed through Assessment



Director of Finance (Shared)

£70,000 pa, plus pension (SHPS with 10% Employer Contribution) and 26 days leave (plus bank holidays)

This newly created role will maximise the benefit of your financial expertise to strengthen the finance functions and help shape the development of two values-driven, community focused organisations in East London: Waltham Forest HA and Peter Bedford HA.

Reporting to our Chief Executives, you will be responsible for all our financial activity, leading and managing finance functions, overseeing ICT, dealing with corporate matters - including insurance and the coordination of the Finance, Audit and Risk Committees. Our aim is to maximise the benefit of a senior, strategic level appointment. Staffing structures in both organisations will support the postholder to operate with an appropriate, high level of focus, while maintaining oversight of the work of direct reports.

We're looking for a strategic leader and great communicator who shares our values and who is excited by this joint role as much as we are. You should be a CCAB qualified accountant with demonstrable and substantial post qualification experience, gained in a regulated housing organisation. Significant experience of line managing a professional team and of delivering high quality and complex services for internal customers is needed.

The Director of Finance will be able to work on an agile basis, remotely, with attendance at both organisations offices as required. If desired, office space is available by arrangement. Both sites are accessible to wheelchair users. This is a unique opportunity to join the leadership teams of two great organisations who are committed to tackling inequality in East London. Our values are at the heart of what we do and this synergy, along with ambition and complementary service provision, form the basis of our partnership in sharing this role. As a member of the strategic leadership of each organisation you will help us explore how our partnership could be strengthened going forward

If you'd like to join us and play an integral part in the leadership of two progressive, inclusive and innovative organisations with clear and meaningful social purpose, we'd love to hear from you. We strongly encourage applications from people who are under-represented at leadership level, including people with a BAME background.

Please contact our recruitment consultants for an informal discussion or a recruitment pack:

Tony Clark or Julie Kellaway at The Housing Executive - 020 7620 3048

or email - rec@thehousingexecutive.com

CLOSING DATE: MONDAY 19 JULY 2021

