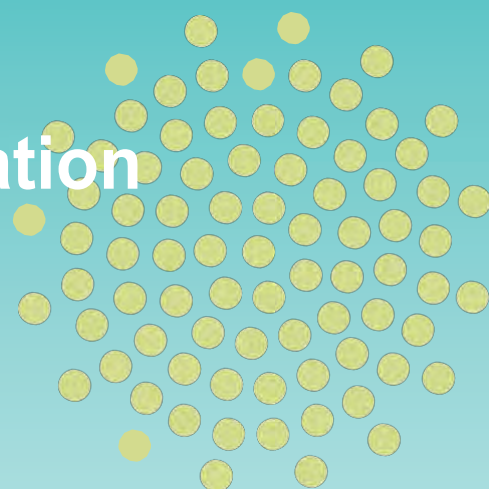




Keniston Housing Association Chair of the Board Recruitment Pack - July 2025





020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Re: Chair of the Board Recruitment for Keniston Housing Association

Thank you for considering the Chair of the Board role at Keniston Housing Association. As consultants, 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 11th August 2025

Screening Interview: Tuesday 19th August 2025 onwards

First stage Interview: Friday 5th September 2025

Final Interview: Friday 19th September 2025

- The Housing Executive will conduct the initial screening interviews for those candidates successful in being shortlisted.
- Screening and First stage interviews will be online, via MS Teams.
- Final Interviews will be held in person at Keniston's offices and will consist of a panel Interview, estate tour and meetings with resident panel members and staff.
- The successful candidate will be invited to attend the next board meeting as an observer, after which the board will confirm them into position.

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 person specification, on page 9. Please ensure you provide evidence, with recent examples, of your experience.

Send your application (CV/Statement/Monitoring Form) by **9.00 am on Monday 11th August:**

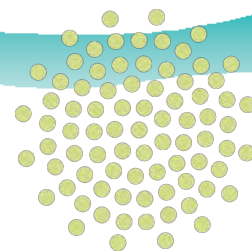
By email to: rec@thehousingexecutive.com

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 Carol Drummond, directors at The Housing Executive, on 020 7620 3048.

We look forward to receiving your application. Thanks again for your interest in Keniston Housing Association.

Letter from the chair



Many thanks for your interest in Keniston. As the outgoing Chair, it has been my privilege to lead the organisation for the last six years, working alongside dedicated, passionate and experienced board and executive colleagues. I have watched it grow and develop while demonstrating some of the best that the social housing sector can offer. Following good practice in ensuring renewal and refreshment my own direct involvement now needs to draw to a close – hence the need to recruit a new Chair. I am confident that Keniston has a bright future, and the new Chair will have an important role to play in this.

I am proud that we are a values-led organisation, aiming to always live our values of respect, openness, inclusivity, integrity, and excellence. These values underpin our service offer to our residents, and I believe are central to our achieving consistently high levels of resident satisfaction – our most recent Tenant Satisfaction Measure survey showing headline satisfaction at 90%, with a Net Promotor Score of 50.

We have an experienced and capable staff team, and our existing Board members are committed individuals with a wealth of skills and experience. I'm proud that our operational performance is good, we are in a healthy financial position, and have a strong asset base. We will be working in a fast changing and demanding environment. Our new Chair will be able to progress and embrace the challenge and delivery of our corporate strategy, ongoing investment in the quality and safety of our homes, and take forward our growth plans.

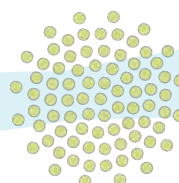
The expectations and pressures on us are increasing and we need to work hard to continue to maintain a bond of trust in us as a landlord. Keeping our homes healthy to live in and free of hazards such as damp and mould is paramount, and we closely scrutinise our performance in this area. During the year we have continued to develop our plans to keep all our homes fit for the future as the world moves towards a low carbon future.

Our core purpose has always been clear – to meet housing needs by providing well-managed affordable homes and good quality services to our residents. In the current environment we strongly believe that our purpose is still as relevant. Our continued independence as an organisation is important, but not because we are afraid of change. Locally focused housing providers like Keniston have a crucial contribution to make to the social housing landscape. Our priority is to look after the interests of Keniston residents and our existing homes, but there is also an acute need for more good quality social housing. We were delighted that planning permission for 26 new social homes within the Darrick Wood estate was granted on appeal, and we are working towards construction starting in 2026.

The information that follows in this pack will provide you with a feel for what Keniston is about. I hope that the contents will help you decide whether this is the right opportunity for you. If it is, Keniston looks forward to receiving your application. If you have any questions, please contact Tony Clark at The Housing Executive in the first instance and we can also arrange an informal chat with me or with our CEO Jonathan Card if that would be helpful.

I wish you well in the process.

Emma Keegan
Chair





Keniston Housing Association

About us

Keniston Housing Association is a registered provider of housing, with 850 homes concentrated in SE London but stretching across 7 local authority areas

- We have a mix of general needs and sheltered housing for older people – with rents set at social rent levels
- Our largest housing scheme is in Darrick Wood near Orpington, where we have 369 homes. Other schemes are smaller, between 9 and 120 homes
- We achieve high levels of resident satisfaction, with the most recent survey recording a headline rating of 90%, with a Net Promotor Score of 50.

Our history - Keniston was founded in 1970, with most homes built between then and the early 1980s



Our values are:

- **Respect** Valuing diversity and treating everyone fairly as individuals
- **Openness** Listening, being accessible, and communicating clearly
- **Inclusivity** Our culture is one in which everybody matters
- **Integrity** Building trust by doing what we said we would
- **Excellence** Taking pride in providing the best customer experience.

Our staff - We employ over 30 staff. Just over a quarter who work on our housing schemes are caretakers, cleaners, gardeners or sheltered scheme managers. The remaining staff are based in our main office in Farnborough Kent.

The Association's strategic plan was updated in 2024 to reflect changing priorities:

Defining our core ethos and the drivers that impact on what we do and how we do it helps to ensure that our plans are realistic, appropriate, and align with our values and vision. Adopting the phrase '**Smaller. Caring. Big enough to make a difference**' to reflect our refreshed Values statement.

You can read more about the Strategic Plan in our publication: [Strategic Plan 2024-27](#)



Value for money

We have to demonstrate that we are offering good value for money in the services we provide.

We analyse our costs and performance across all range of activities, comparing trends over time and with our two peer groups:

- Regionally with its chosen benchmarking group, London and the South East, comprising about 36 members,
- Nationally with the Acuity all Subscribers Group comprising 154 members.

With an high level of void (empty) properties during the year (47 compared to 32 in the previous year), together with a significant rise in inflation, our underlying running cost per unit has increased from £5,505 to £6,247. This is slightly higher than the average of our benchmarking groups. Despite an increase in housing management cost per home at £360 (2023-24: £340), these are still significantly lower than average.

The increase in our cost per home for repairs and management of empty homes, at £1,390 (2023-24: £1,148), is representative of not only the high inflation we are experiencing within this area, but also our high standard of remedial work we carry out on an empty property before reletting.

There is more information on the impact of Keniston on residents in our regular newsletter - click here for the most recent: [Talkback-Spring-2025-Web-Email.pdf](#) with more available on our [website](#).

Balance sheet	2025	2024
Fixed assets	£	£
Housing properties	45,993,644	45,590,186
Other fixed assets	424,822	472,573
	46,418,466	46,062,759
Current assets		
Debtors	391,707	402,782
Cash and cash equivalents	2,003,135	1,347,806
	2,394,842	1,750,588
Creditors: amounts falling due within one year	(1,660,474)	(1,485,660)
Net current assets	734,368	264,928
Total assets less current liabilities	47,152,834	46,327,687
Creditors: amounts falling due after more than one year	(23,691,785)	(24,969,134)
Provision for liabilities	(557,000)	(723,000)
Total Assets	22,904,049	20,635,553
Capital and reserves		
Non-equity share capital	11	10
Revenue reserves	22,904,038	20,635,543
	22,904,049	20,635,553



Our board members

We currently have 11 Board members who give their time to the Association. Keniston is recruiting a new Chair, as our current Chair Emma Keegan reaches the end of her 6-year tenure.

Emma Keegan – Housing Professional (Chair and member of the Development & Growth Committee)

Emma has more than 25 years' experience working in the housing sector, currently as Chief Executive of Lambeth and Southwark Housing Association. She is an experienced board member who joined Keniston as Chair in 2019. She holds Post Graduate Diplomas in housing, management studies, and systems thinking and practice. Emma is also a member of the Chartered Institute of Housing.



Ian Pinches FCCA FRSA – semi-retired portfolio Non Executive Director (Chair of Audit & Risk Committee)

Ian has worked in the wider public sector in a Non-Executive capacity for almost 20 years: Housing; NHS (both Provider & Commissioner); and Emergency Services; and brings a depth of relevant experience to his role at Keniston. Prior to taking semi-retirement Ian worked in Housing and served as Deputy Chief Executive & Finance Director at a London based provider of Housing, Care & Support services and subsequently started and ran a multi-award winning small business in the Hospitality sector for a decade.



Sally Rice – Independent Housing Consultant (Chair of the Development and Growth Committee)

Sally currently works as an independent housing consultant. She previously worked for Moat, a leading South East Housing Association, in various senior positions and as Director of Development. During this time she was responsible for the delivery of substantial new affordable housing programmes and estate regeneration projects. She has also worked for a major national developer in land acquisition and in Local Government. She is a qualified planner and member of the Royal Town Planning Institute and is also a member of the Chartered Institute of Housing.



Lucy Worrall – Assistant Director of Strategy & Policy at Paradigm (member of the Development & Growth Committee)

Lucy recently joined Paradigm Housing Group as their Assistant Director of Strategy & Policy. Previously she was with Sovereign Housing Association as their Head of Corporate Strategy and Change. Prior to this she worked at Peabody Housing Association for five years, most recently as their Head of Strategy, Research and Insight. Lucy has also worked as a Consultant at Altair where she supported on a number of service, strategy and governance reviews.



Stephen Hoad – Chartered Surveyor, private practice (member of the Development & Growth Committee)

Stephen is a Fellow of both the Royal Institute of Chartered Surveyors and Chartered Institute of Building, and works in private practice. With over 20 years experience within the property industry, Stephen has successfully delivered projects from inception through to completion. Stephen has extensive experience working with Housing Associations, Local Authorities and Charity Organisations with particular focus on asset management and strategy, building safety, planned maintenance and development. Stephen has a passion for delivering excellent customer engagement, value for money and statutory compliance.



Liz Emmanuel – Chartered Management Consultant (member of the Audit & Risk Committee)



A Keniston resident and Chartered Management Consultant who has been working with small businesses for over 15 years to optimise and transform their businesses digitally.

A UK registered nurse, working in the NHS for the past 20 years and now supporting the NHS Integrated Care board ICB to assess the continued health care provision across England.

Mariola Viegas – Design and Technical Lead, Architect and Design Manager



Mariola is a construction professional with a focus on housing and education with project values up to £95 million. With over 15 years' post part 3 experience from conceptual design up to delivery, stakeholder engagement, committee meetings and management of multi-disciplinary teams. Experienced in both the public and private sectors, she has built up a varied skill set which includes excellent client service and communication skills and is able to liaise and manage different departments in order to achieve shared aspirations and objectives.

Rachel Hewett – Director of System Strategy at NHS Kent and Medway



Rachel has worked in operational and strategic roles in the NHS across providers and commissioners. She is currently Director of System Strategy at NHS Kent and Medway and also holds trustee and business advisor roles. Health is impacted by a range of social, economic and environmental factors and through this interest in the wider determinants of health, Rachel is keen to share her leadership skills and experience.

Andrew Pert CMIIA – Chartered Member of the Institute of Internal Auditors



Andrew has worked in the wider public sector for over 35 years with the last 20 years in the Housing Sector. His recent role was an auditor of another Housing Association in North Kent. He brings to the Board a range of skills and experience from reviewing systems and processes within the Association and knowledge of the regulated sector in Housing. Andrew is a Chartered Member of the Institute of Internal Auditors. He is also an independent member of the Board at Gravesend Churches Housing Association.

Marcia Gillings – Chartered Surveyor

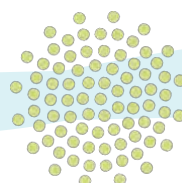


Marcia is a Chartered Surveyor, MRICS, and an MSc in Real Estate Development and Investment with over 30 years of experience working for Local authorities, Housing Associations and a Government Agency, now Homes England. Her experience covers housing development, asset management and investment management. Her most recent role was with the London Boroughs of Richmond and Wandsworth as Strategic Property Manager, helping to deliver Wandsworth's 1000 homes housing development programme, delivering mixed used development schemes, and a range of projects connected with asset management of the operational and commercial portfolios for both boroughs. Newly, semi-retired, Marcia is embarking on a consultancy and non-executive career.

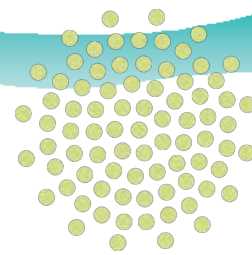
Simon Hague – Independent Housing Consultant



Simon has worked in social housing for over 30 years. Starting as a housing officer he has worked for several local authorities and housing associations including working in senior positions. For the last 5 years he has worked as an independent housing consultant. His last role was Interim Director of Housing at mhs homes. Simon is passionate about customer service and making a positive difference to both individuals and communities.



Role profile: Chair of the Board



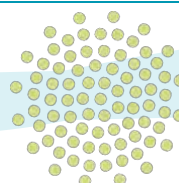
The Chair, working alongside the Chief Executive, will manage the board of Keniston HA and lead the organisation through changes in both the sector and the wider environment.

The Chair's role is to manage the Board to deliver its strategic role and maintain excellence in its governance, accountability, financial stewardship and working relationship with the executive, in line with the Code of Governance. To achieve this, the Chair ensures that the Board behaves as a coherent whole, focusing on strategic issues, is effective in both debate and decision making processes, holds the executive to account and protects the integrity and probity of the organisation. The Chair (along with the Chief Executive) is a driving force in presenting the organisation's mission, aims, values and policies to stakeholders and to the media. Working closely with the Chief Executive, the Chair ensures that Keniston is positioned and seen as a key player in delivering housing policy and engaging in the wider neighbourhood agenda and providing appropriate and relevant agendas for Board meetings.

The Chair is responsible for the assessment of the performance of the Board collectively and individually, including through appraisal of members. In addition, the Chair leads the process of any appointment of a Chief Executive, together with their appraisal and remuneration review. Working with colleagues, the Chair leads on the recruitment of new Board members.

Skill and Competency profile

Competence	Description
Strategic Thinking	The ability to scan the environment and communicate messages and priorities that are consistent with the mission and strategy of the organisation
Effective Chairing and managing	<p>To ensure the effective and efficient conduct of the Board business including board appraisal, recruitment of board members to ensure the right skills mix and overseeing board member induction, including mentorship. Effective chairing of meetings including those held virtually. Appropriate approach to conflict resolution aligned to Keniston's Values.</p> <p>The ability to discuss and agree strategy for the organisation, disseminate the information to both internal and external audiences and build a strong and credible external profile for Keniston.</p>
Communication and interpersonal skills	<p>Communicate the success of the organisation to Keniston staff and stakeholders.</p> <p>The personal credibility and interpersonal skills to represent Keniston and engage effectively with stakeholders.</p> <p>Demonstrates practical application of equality, diversity, and inclusion issues.</p>
Working with others	<p>The ability to work with the Chief Executive and the Board to drive the business forward in a positive way.</p> <p>To enable all Board members to make a full contribution to Keniston's objectives and create a positive atmosphere at Board meetings and a collegiate approach to corporate governance.</p>
Corporate Citizenship	<p>Sets a personal example to others by demonstrating the highest standards of ethics, integrity and probity in line with the Code of Conduct.</p> <p>Demonstrates a strong commitment to equality, diversity and inclusion.</p>





Person specification

The Chair will have a proven track record in leadership to fulfil this key role, someone who will work with the Chief Executive to ensure the Association remains credible within the sector.

The Chair will have exceptional and confident leadership and communication skills including experience of chairing at a high level. They will ensure an effective working relationship between the executive and Board members, recognising the boundaries and being adept at giving direction and receiving guidance.

An enthusiasm for the mission of the sector as well as that of Keniston is key, and they will ensure that the diverse views of the Board members and the executive are represented and considered in the Board's decision-making process.

As Chair of the Board, they will use excellent listening, communication, negotiating and influencing skills to set the style and tone of the Board meetings to promote effective debate and decision making.

Key qualities

- An inclusive approach
- Values driven
- A good cultural fit with the organisation
- Commitment to a strong teamwork ethos
- Ability to be an effective link between the Executive and Board members
- Availability – e.g. to liaise with the Chief Executive, sometimes at short notice (albeit noted that this required flexibility on both sides). Able to travel to Keniston Offices easily
- An understanding of the realities of working in a regulated sector
- Ability to perform an ambassadorial role raising the organisation's profile externally
- Local, or knowledge of local community
- Passion for social housing.

Conditions of service

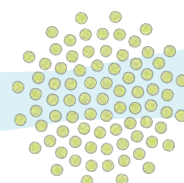
(Subject to contract)

Term: 3 years (plus 3-year extension by agreement)

Remuneration: £6,000 per annum

Location: Farnborough (near Orpington), Kent

Commitment: an indicative expectation of 12 – 15 days per annum.



Board & committee meetings

2025

The Keniston Board meet five times per year (January, March, May, July and October) plus an Awayday (around February/March). Board meetings are held at 6pm on a Thursday, at the Keniston HA Offices in Farnborough, Kent (some meetings are held remotely) .



A quorum consists of four members of the Board. Members are expected to attend all meetings unless exceptional reasons prevent doing so.

Members may also be asked to participate in working groups for specific issues and may if required be asked to form a panel to hear resident complaints at the final stage of our complaints procedure.

Members are encouraged to familiarise themselves with Keniston's estates and homes, as part of listening to the 'resident voice' in line with our Code of Governance and are invited to attend periodic Estate Walkabout scheme visits.

Dates for the remainder of 2025

Full board meetings (5x per year)

- Thursday 23rd October



Audit & Risk Committee (3x per year)

- Thursday 6th November

(Note that the Chair is not a member)

Development & Growth Committee (3-4x per year)

- Thursday 4th December

The pattern to date has been for the Chair to also be a member of this committee.

