



christian action housing

Recruitment pack

Resources Director

July 2017

Your application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: christianaction@campbelltickell.com.

Applications must be received Monday 31st July 2017, by 12 noon.

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07900 363803 or 020 3434 0990.

Kind regards

Kelly Shaw

Kelly Shaw
Senior Associate Consultant

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Welcome to Christian Action Housing

Thank you for your interest in the Resources Director role at Christian Action Housing.

This year we celebrated our 50th birthday 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 1590 properties in the four North London boroughs of Enfield, Barnet, Haringey, and Waltham Forest.

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

We are ambitious for our size and are constantly finding ways of doing more. We are continuing to develop; indeed, we currently have £10m to invest in our communities and 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 clear mandate 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”.

Reporting directly to me the role will be responsible for all our financial activity so you will need to be a first-rate professional accountant with the ability to be both strategic and hands on. Specific responsibilities for the post include; business planning, treasury management, risk management, IT, HR and procurement. If you have company secretary experience all the better.

We take a pride in delivering good quality services and our Resources Director will be key in ensuring our continued success, we are looking for someone that 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.

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

Best regards

Mark Hayes, Chief Executive



About us

Who we are

Motivated by Christian and social concern, we aim to create places where people want to live. We invest in high quality housing, support and services that are affordable and accessible to those in housing need. We were founded in 1966 as a local, church-based, response to the need for affordable housing for rent. This remains our core activity, and we continue to build new housing and purchase older properties for renovation when the opportunities arise.

Our mission

A housing association motivated by Christian and social concern that: creates places where people want to live; invests in high quality housing; and provides excellent support and services that are affordable and accessible to those in housing need.

Our vision

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

Our standards

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 offer challenging and rewarding employment for our staff.
- We work in partnership with the statutory, voluntary and private sectors to achieve efficiency and improve the communities in which our tenants live.



Our homes

Christian Action already owns or manages over 1590 properties in the 4 boroughs in which we operate.

Our flats and houses range from traditional street properties through to new developments, with homes for families, couples, single people at affordable rents. We also offer keyworker housing, that helps public sector workers access reasonably priced housing. In addition, we provide temporary social housing for homeless families and people from council waiting lists. We also offer a range of retirement housing that includes sheltered and other accommodation with access to on-site managers to provide older people with support, security and assurance.

We continue to build new high-quality homes to rent and currently we have a number of exciting projects in development.

More than just housing

We provide local services that seek to respond to the needs of both our own customers and the wider community. We recognise that tackling the issues that concern our residents requires us to actively engage in initiatives that respond to the wider needs of the neighbourhoods in which they live. Examples include:

- Enfield Foyer, 36 short term self-contained studio accommodation together with ICT and social facilities for young people who require support with education, employment and training;
- Deborah Tempest House, 14 units of shared accommodation with 2 and 3 bed flats for young people aged 16-24 years with a connection to Enfield;
- Young People First accommodation service supports clients in Haringey and Enfield and has 22 shared bed spaces in flats and houses;
- Young Persons First floating support service provides housing related support to 16 & 17 year olds who are homeless;
- Specialist support projects for people with learning difficulties; mental health problems; physical disabilities; and people who have had a history of rough sleeping;
- Vincent House, temporary accommodation for young people with a learning and/or physical disabilities, as part of their transition into independent accommodation;
- Enfield Temporary Accommodation Play Project provides vital play facilities and development opportunities for children who do not have permanent housing; and
- Bounces Road Community Hall is a community hub and offers a range of community facilities.

Our staff

Mark Hayes - Chief Executive

Mark Hayes is Chief Executive. Reporting to the Association's Board of Management, Mark is responsible for the overall direction and leadership of the Association, and for its effective performance. He ensures that the Board is empowered to control the affairs of the Association and is responsible for developing an effective strategy to meet housing needs. This includes ensuring the work of the Association meets its objectives, and that resources and staff are used effectively

David Joyce - Director of Finance and Corporate Service/Company Secretary

David leads the finance team and is responsible for developing the Association's financial and business management strategic plans, ensuring they are effectively implemented and evaluated. He is also responsible for the accounts of the Association and maintaining relationships with both potential and current funders. He is a key driver for Value for Money within the Association.

Penny Conway - Head of Customer Services

Penny's role is to ensure that the Association's strategy relating to housing management is implemented in the daily delivery of services to a high standard in line with our statutory obligations. Penny also ensures that the day to day management of the housing service team is carried out effectively and efficiently.

Jacqui Bainbridge - Head of Supported & Retirement Housing Services

Jacqui is Head of Supported and Retirement Housing for Christian Action Housing. Jacqui and her team manage a number of supported housing projects for young people age 16-25 in Haringey and Enfield. Together with the team they have developed a range of activities to support the young people into employment, education or training, Jacqui is also responsible for the provision of housing services for older tenants in Haringey, Barnet, Waltham Forest and Enfield.

Stephen Fallon - Head of Asset Management

Stephen as Head of Asset Management is responsible for the implementation of the Association's property maintenance strategy and ensuring that the Association's stock improvement programme is effectively and cost effectively managed and maintained to a high standard.

Beverley Turner - Head of HR

Beverley is Head of Human Resources, responsible for operational and strategic HR, including learning and development. The HR team adopts a forward-thinking, business-partnering approach, supporting managers and team leaders to meet the Association's aims and objectives and add value.

Anton Laleendra - Financial Controller

Anton is a qualified accountant with a wide range of experience mainly in the housing sector. Anton is responsible for the Association's financial management, financial controls and liaising with external Auditors. Included in this is the preparation of management accounts, budgetary control and leading on the preparation of statutory accounts.

Our Board members

Neil Mawson –Chair

Neil lives in Enfield and has over 30 years' experience working on all aspects of asset management and at regional and then Managing Director level at a large housing association.

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.

Brian Pope

Brian grew up in North London and has over 30 years' experience in finance and business strategy consultancy and has served on many Boards.

Carol Connah

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

Leslie Morson

Leslie specialises in supported housing and Telecare technologies. With extensive experience at senior management level in housing, Leslie is currently employed at Sanctuary Supported Living as the Regional Service Manager (South East).

Mark Hayes

Mark is the Chief Executive and a Board member, responsible for the overall leadership and performance of the organisation. He works with the Board in developing an effective strategy to meet our objectives in accordance with our values.

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.

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.

Peter George

Peter works for Enfield Council leading major regeneration schemes including the Council's flagship project, Meridian Water. He has over ten years' experience of estate regeneration, procurement and housing strategy.

Job description

Responsible to:	Chief Executive
Line managing:	Financial Controller; Head of HR; Housing Finance Officer; Team Leader Processing; and IT (outsourced)
Responsible for:	Finance; IT; HR; Procurement; Company Secretary

ROLE PURPOSE:

- Reporting to the Chief Executive and accountable to the Board, a member of the corporate management team (CMT), ensuring delivery of the Association’s mission and objectives.
- Providing effective leadership to support a culture which delivers service excellence.
- Advise the executive and the Board on financial strategy, taking lead responsibility for long and short term financial planning and operations, including regulatory returns and statutory reporting.
- The organisational lead for the strategy and delivery of the: finance; IT; HR; procurement; and company secretary functions.

KEY RELATIONSHIPS:

- **External:** Internal and external auditors; the regulator; and funders.
- **Internal:** The Board, including Chair of Finance, Audit and Risk Committee; Chief Executive and the rest of the CMT; the finance team; as well as the wider staff team.

CORE RESPONSIBILITIES:

A. Vision and leadership

1. In conjunction with the senior management team provide vision, leadership and direction to the organisation, taking collective responsibility for SMT decisions.
2. Ensure self and team compliance with the code of conduct and key policies including for example: equalities & diversity; health & safety; data protection; confidentiality.
3. Promote and represent the organisation, helping to maintain our good reputation.

B. Business planning and financial strategy

4. Lead on the delivery of the annual and the 30-year business plan, including stress testing and recovery planning, using financial modelling and option appraisal
5. Ensure robust monitoring of the business plan, ensuring systems are in place for managing performance and taking timely and corrective action as necessary.
6. Advise and implement THA’s treasury policy, ensuring effective long and short term cash management and compliance with loan covenants.
7. Develop financial strategy to secure appropriate funding for the delivery of agreed organisational objectives, particularly in asset management and development.

C. Management accounting

8. Lead on the annual cycle for the production of organisational budgets, with monthly reporting/management accounts.
9. Develop and maintain effective and timely systems of accounting, forecasting and financial control, liaising with the auditors.
10. Keep financial systems and reporting under review.
11. Ensure effective arrangements for tax; insurance; payroll; and pension.

D. Risk, compliance and control

12. Lead on the organisation's risk management and assurance arrangements, including reporting to the Board and Committees.
13. Establish appropriate internal and external audit arrangements, including any follow up to auditor recommendations.
14. Maintain the Association's asset and liabilities register.
15. Develop and maintain robust and appropriate procurement process, ensuring organisational compliance.
16. Responsible for the preparation, review and monitoring of financial regulations, standing orders and delegated authorities.

E. Company secretary

17. Advise on upholding high standards and compliance with governance practices.
18. Ensure compliance with all statutory requirements (e.g. HCA, HMRC, FSA etc.) including all necessary reporting and returns.
19. Support the CE in servicing the Board and in the provision of timely and accurate information, so that the Board can effectively discharge its duties.
20. Keep the Board and CMT informed on new legislation and required changes in policy.

F. IT, HR, performance and organisational management

21. Lead on the development and delivery of the organisation's IT and HR strategies, providing advice and taking professional advice as needed.
22. Provide leadership and professional development to the finance team creating a climate that ensures a reputation for service excellence, innovation and reliability.
23. Ensure the team are appropriately structured, resourced, trained to provide a quality service to internal/external customers.
24. Support a culture of learning and accountability across the organisation.

No leadership job description can cover every issue which may arise and the postholder is expected to carry out other duties as required from time to time.

Person specification

CORE COMPETENCIES:

- Acts with integrity, actively promotes and support the vision and values of THA.
- Relevant professional qualification e.g. ACA, ACCA, CIMA, CIPFA ICAEW, ICAS and full membership of a recognised UK accountancy body.
- Excellent analytical, verbal, written, presentation and interpersonal skills.

KNOWLEDGE AND EXPERIENCE:

- Substantial experience of operating at senior level in a finance function in a comparable size business. Housing association and company secretary experience would be an advantage.
- A good grasp of financial compliance with experience of working in a regulated sector.
- Knowledge of carrying out effective financial appraisals and reporting of results to non-financial experts.
- Experience of preparing budgets, management accounts, business plans, including financial modelling and sensitivity analysis. Experience in treasury management would be useful.
- Experience of developing a strong service culture, to proactively support frontline services

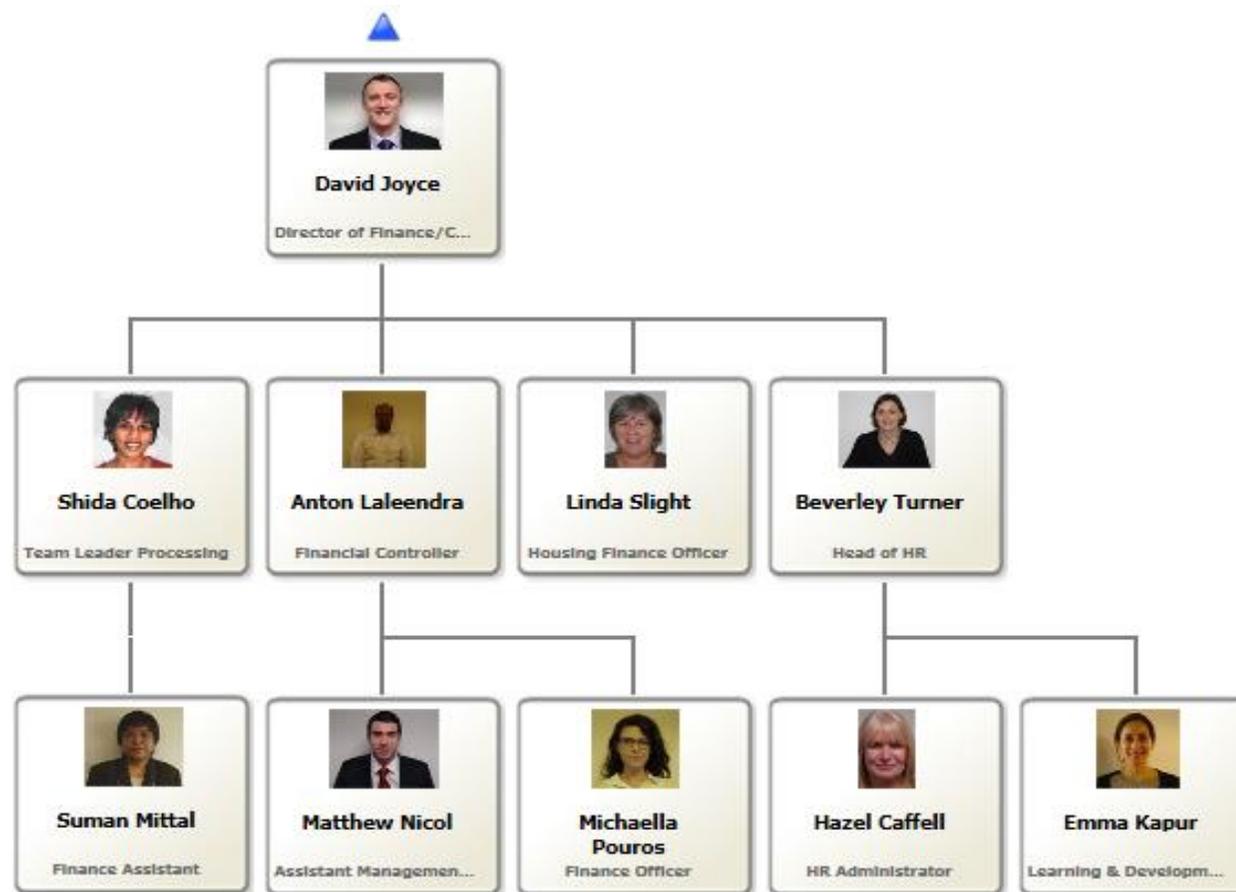
SKILLS AND ABILITIES:

- Able to demonstrate accountability to fellow senior colleagues and the Board.
- Able to inspire a small staff team, set targets and manage performance.
- A creative approach to problem solving, while understanding that the best solutions are often simple ones.
- Able to assess risk and promote risk awareness without being risk averse; and can work at pace and support agile decision making.
- Strong financial reasoning; makes sound judgements; able to give advice to others and be accountable for that advice.
- Highly numerate and IT literate, able to work with a range of financial reporting systems.

PERSONAL BEHAVIOUR & STYLE:

- Approachable, personable; able to form positive relationships and secure buy-in.
- A good eye for detail.
- Proactively demonstrates a strong commitment to equality and diversity.
- A resilient and self-starter, with a positive outlook/can-do approach.
- Able to work flexibly including evenings/weekends and be able to travel, given the seniority of role.

Organisational structure



Principal terms and conditions

Salary and package:

Salary is up to £78k per annum (depending upon experience).

Defined contribution pension with 6% employer contribution for a 3% employee contribution.

Life assurance policy of x3 annual salary.

Holiday entitlement:

25 days, plus all public holidays. This rises to 30 days after five years of service.

Working hours:

Normal hours of work are 37.5 hours per week based around the usual business working week. However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required from time to time.

Probation and notice periods:

The probation period for the role is six months.

The notice period after probationary is six months.

Location:

Your normal place of work will be our office at Benedict House, 61 Island Centre Way, Enfield, EN3 6GS, but travel across our operating areas is expected, including occasionally outside of London.

Key dates and selection process

Closing date:

Monday 31st July 2017, 12 noon

First interviews:

Monday 14th or 21st August 2017

After an interview with a Campbell Tickell panel, there will be an opportunity to have a meeting with Mark Hayes, Christian Action Housing's Chief Executive on the same day.

Testing

From Monday 28th August 2017

Shortlisted candidates will be asked to complete an on-line psychometric test to explore leadership style.

In addition, there will be a technical test, conducted by a senior finance associate, which can be completed remotely.

Final interviews:

Wednesday 13th September (PM), Thursday 14th September (all day)

The details of the final interview process will be agreed nearer the time. However, there will be an opportunity to meet with the senior management team and Board Members on the day.

This will be followed by a final interview with a panel during which you will be asked to deliver a seen presentation.

The interview panel will include Mark Hayes - Current Chief Executive, Neil Mawson – Chair of the Board of Management and Brian Pope – Board Director.

We hope you will appreciate that we are seeking to get a balance in delivering a robust selection process that is not overly onerous for candidates. If you have any issues with the dates, please do speak to Campbell Tickell in advance of submitting your application.

Media advertisement



RESOURCES DIRECTOR

UP TO £78K (PLUS BENEFITS) / ENFIELD

We are an inclusive organisation welcoming people of no and all faiths. We also have an extraordinary legacy going back almost 50 years of creating and investing in affordable housing. What we do now has never mattered more - a safe and secure place to call home is crucial to people and communities being able to thrive and contribute, but this is against a backdrop where housing costs in the capital continue to spiral upwards.

So while our new Resources Director will be a qualified finance professional, we also want our passion for social housing that

makes a difference to lives, to resonate with you and your values.

You will oversee the delivery of our business plan; treasury management; and operational finance function, as well as being the lead for HR and IT. If you have company secretary experience that will also be useful. So this role will suit someone who likes variety.

One of the distinct advantages of joining the executive team of a smaller housing provider is that you get much more exposure to a whole range of business areas. Your influence and reach will be more immediate and a high degree of

autonomy means that you can make a real impact.

Contact Kelly Shaw for an informal discussion on 07900 363803 or 020 3434 0990 or you can download a job pack from www.campbelltickell.com/jobs

Closing date: Monday 31st July 2017 (12 noon)

First Interview: 14th or 21st August 2017

Final Interviews: 13th and/or 14th September 2017





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