

# Candidate Brief

Director of Homes  
Croydon Churches Housing  
Association (ccha)  
November 2020



WORKING TOGETHER

PREPARED BY HILARY  
CHANNING ASSOCIATES

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**To view our 2020/2025 Corporate Plan (draft)**

**<https://ccha.max-mediagroup.co.uk/ccha-businessplan-2020-2025/cover/>**

**For further information about ccha including the Annual Report please visit [www.ccha.biz](http://www.ccha.biz)**

# WELCOME TRACY CULLEN, CHIEF EXECUTIVE

The opportunity to become our Director of Homes could not come at a more vital time as we navigate the ongoing challenges presented by Covid 19 and an uncertain post-Brexit world.

At ccha we are committed to our vision of '**delivering on our promises**', which means not only providing high-quality much needed housing, but also looking at ways to improve the standard of living and opportunities available to our residents. We have five aspirational targets:

- **Resident Standards** – we will have a service which is shaped by our residents for our residents.
- **Staff and Partner Engagement** – we will be an employer and partner of choice
- **Safety and Security** – we will have an exemplary record for safety
- **More affordable homes pledge** – we will be resourceful and innovative to deliver an increased programme of genuinely affordable homes
- **Value for money offer** – we will deliver a high-quality service with no increase in costs.

Earlier this year we decided to split the Director of Operations role, creating two new roles. So, together with myself and our Director of Customers, Sarah Revett and Director of Finance & Resources, Chrishanti Shah, you will be joining a professional and talented Leadership Team.

The appointment of a Director of Homes will enable ccha to have greater focus and capacity to deliver our ambitious 5-year business plan **CCHA2025** and allows us to place a greater emphasis on our existing and new assets, as well as in Compliance, Procurement, and Health & Safety.

We want you to bring strategic thinking, focused leadership and the ability to shape a first class assets and development function that delivers for our customers; someone who can work well with people, harnessing their ambition and positivity, in line with our ccha culture.

We want ccha to continue to be a dynamic, forward-looking organisation with ambition to grow and explore options and opportunities for the future and you will have a significant contribution adding value, ideas, inspiration and really making a difference to our success.

We have an engaged staff team and Board who together with the support of our residents and partners have ensured ccha remains resilient, adaptable and ready to face the challenges and opportunities ahead.

If you'd like to join us , we look forward to receiving your application.

# MAKING YOUR APPLICATION

Thank you for your interest in the role of Director of Homes with ccha.

Hilary Channing Associates have been engaged to manage the recruitment process and as such all applications should be emailed to [Hilary@hilarychanningassociates.co.uk](mailto:Hilary@hilarychanningassociates.co.uk)

Please read through these brief guidance notes prior to making your application so that you are clear on our requirements.

## **Your CV**

Please keep this concise and a maximum of 4 sides of A4. When you're providing information about your past employment, please clearly explain any employment gaps and ensure we have an up to date contact number, home address and email address.

## **Your Supporting Statement.**

Please keep to a maximum of 2 sides of A4. This is your opportunity to demonstrate your suitability for the role and in doing so we would like you to focus your statement broadly around the requirements in the Person Specification, specifically outlining what the added value of your appointment would be to ccha. Short examples of achievements are also helpful.

Once you have your CV and Supporting Statement ready, there is Declaration Form on our website which needs to be completed and an Equality and Diversity Form which you are invited to complete.

**The closing date for applications to be considered is by 9am on Friday 4th December 2020.**

We will acknowledge your application within 24 hours of receipt, so in the event you do not receive this acknowledgement, please let us know so that we can check. Please note that proof of emailing does not mean proof of receipt.

Please take time to review our Privacy Statement on our website before making your application. This will tell you how we hold and use your information.

If, you would like an informal chat with Hilary Channing please email to schedule a call back. [Hilary@hilarychanningassociates.co.uk](mailto:Hilary@hilarychanningassociates.co.uk) or call 07718 627740.

We look forward to receiving your application.

**Hilary Channing**  
**Managing Director, Hilary Channing Associates**

# RECRUITMENT PROCESS & KEY DATES

All interviews and meetings will be conducted virtually.

Candidates who are longlisted by the Appointments Panel will be invited to attend an initial interview with Hilary Channing, MD Hilary Channing Associates and Tracy Cullen, Chief Executive, ccha.

Candidates who are shortlisted from these interviews will be invited to undertake Executive Profiling and to meet virtually with members of the Leadership Team and the direct reports of this role.

The final interview will be with the Chief Executive and two Board Members.

<b>Recruitment Stage</b>	<b>Dates</b>
Closing date for receipt of applications	9am Friday 4 December 2020
Initial Interviews	14/15 December
Executive Assessment	16 December onwards online
Meeting with Leadership and Homes Team	6/7 January 2021
Final Interviews	13/14 January 2021

# ROLE PROFILE

## Director of Homes

Reporting to: Chief Executive

Responsible for: Asset Manager and Development Co-ordinator

### Role Purpose

As a member of the Leadership Team, the Director of Homes will contribute actively to corporate decision making, policy formulation, strategic business development and the delivery of strategic aims and objectives.

Strategically leads the functions of property services including landlord health and safety, active asset management and development and represents the function at Leadership Team and Board.

Ensures all statutory requirements and CCHA's regulations are followed, including health and safety, to protect customers, employees and CCHA's business interests.

Works with the Chief Executive to ensure positive and supportive relationships across the organisation, maximising the benefits and potential of being one organisation.

Acts as a Director of subsidiaries of CCHA when necessary.

### Accountabilities of the role

#### Board and Governance

- Maintain effective working relationships between senior staff, the Board, committees and their Chairs and resident representatives and formal groups and help the Board to achieve a consensus in controlling ccha's work effectively.
- Service the Executive team and the Board with accurate and timely financial and performance information and reports.
- Advise the Board on all regulatory and legislative requirements of the directorate and ensure this is incorporated within business plans, risk maps and service delivery plans.

# ROLE PROFILE

## **Board Strategy, Performance Management, Planning and Control & Risk Management**

- Ensure that ccha delivers an efficient and effective repairs service which meets the needs of the residents and demonstrates value for money
- Maintain excellent landlord health and safety compliance systems which will ensure the safety and security of our residents and ensure other stakeholders are protected.
- Deliver a longer-term asset management strategy to ensure that the quality of our buildings continues, our buildings meet all relevant standards, legislation and regulations, and to retain our reputation as a good landlord.
- Continue to develop our active asset management strategy so that all our stock is regularly reviewed for financially viable, fit for purpose and development opportunities.
- Deliver a development programme of 50 - 60 homes per year with 50% being genuinely affordable.
- Identify “for profit” opportunities to develop homes for ccha developments Ltd.
- Maintain effective performance monitoring systems which measure progress and quickly detect problems that might threaten the implementation of the Business Plan. Inform the CEO and Leadership team of any areas of serious concern, advising on corrective measures. Monitor the KPIs covering all business operations.
- Maintain effective financial controls and information systems ensuring they are reviewed and applied to ensure that spend is within budget.
- Contribute to the risk management framework for the organisation, enabling risks to be assessed and controlled.
- Ensure that the overall framework of standards, policies, procedures and specifications covering all areas of the Homes Team are maintained and reviewed. Maintain appropriate mechanisms for checking compliance and evaluating the performance of these policies and procedures.
- Assist the CEO to ensure that there are appropriate mechanisms for making ccha accountable to its residents, other customers and local communities affected by its business. Ensure that ccha services meet the residents’ expectations.
- Define and deliver Asset Management and Development Strategies which align with the business plan in relation to building safety, active asset management, development, responsive repairs, cyclical and programmed works and major repairs.
- Ensure that income is maximised through effective income management and void control.

# ROLE PROFILE

## **Staff Structure**

- Maintain an effective staff structure within the Homes Team. Ensure that appropriate recruitment and retention measures are in place and that the motivation, briefing, training, performance management/appraisal of the team are carried out by competent staff including the effective operation of fair disciplinary and grievance procedures.
- Ensure through support and coaching that managers and staff are enabled sufficiently and effective in carrying out their various responsibilities and work together productively. Ensure that both internal and external services are provided effectively and that their combined efforts are co-ordinated to achieve value for money outcomes.
- Ensure that managers and staff maintain good working relationships across ccha. Set high personal standards so that managers and staff alike are motivated to perform effectively.

## **Leadership Team**

- Contribute to the Leadership Team in the development of co-ordinated strategies, policies, plans and initiatives including monitoring of performance against quantifiable targets. Support the team in delivering clear and cohesive direction and management to all aspects of the business.
- Support the CEO and Leadership Team with the identification, appraisal and approval processes for new housing development and acquisition, and lead on ensuring their effective delivery into management. Review other opportunities for income or stock growth and bid for new business

## **Promotion and Funding**

- Maintain and develop effective external networks with government, the RSH, funding institutions, commissioning bodies, local authorities, MPs and Councillors and other organisations that are crucial to the work and business interests of ccha.

# ROLE PROFILE

- Ensure that staff, at all levels, maintain excellent working relationships with all external bodies. Represent ccha in a formal capacity as required by the Chief Executive
- Identify opportunities for partnership working with other housing associations or providers which can improve the effectiveness or cost of goods and services for mutual benefit.
- Explore, evaluate and obtain external funding and create partnership arrangements to supplement existing budgets, drive service improvement and deliver value for money.
- Lead on the development of value models to evaluate social, environmental and financial impact of procurement and service delivery.

## **Line management**

- To plan the aims, objectives and priorities of the work area and communicate/ delegate these effectively.
- Provide excellent leadership by helping, motivating and developing the team to deliver and perform to a high standard.
- To provide clear guidance, instruction, advice or coaching for team members.
- To manage, report and monitor team and individual performance.

## **Standard for all employees**

- To comply with the ccha's code of conduct and professional standards.
- To ensure that all statutory and regulatory requirements are followed, including H&S, to protect customers, employees and the business interests of the organisation.
- To respond to partners and customers effectively and efficiently, in line with ccha's customer care standards.
- To pro-actively support ccha's business plan and team objectives and strategies.
- To fulfil any delegated responsibilities given around ccha's subsidiary company.

# PERSON SPECIFICATION

- Degree level education, relevant professional qualification or equivalent through relevant training and experience.
- Experience of operating at senior and strategic level within a housing association with responsibility for property and/or development.
- Experience of having set and successfully managed substantial budgets through rigorous control procedures, as well as delivering budget options.
- Demonstrate an understanding of and promote modern methods of working including a commitment to quality, continuous improvement, partnerships, procurement, growth, financial management and use of IT.
- Demonstrate effective leadership and staff motivation to drive business growth, improvement, effectiveness and efficiency.
- Demonstrate the ability and capacity to lead housing and technical teams of ccha's size and complexity.
- Knowledge of current issues in social housing sector and the regulatory and legal framework as applied to ccha, including housing and operational regulations.
- Able to translate policy and law into practice.
- Customer focused with experience of working with residents' groups.
- Demonstrate an understanding of and promote modern methods of working when delivering quality, partnerships, procurement, growth and use of IT.
- Demonstrate a knowledge of corporate and operational risk and its mitigation.
- Demonstrate effective communication, marketing and media relations skills to enhance business outcomes.
- Demonstrate a capacity and ability to promote ccha externally, act as ambassador, seek new business and possess commercial awareness and acumen.
- Able to participate in out of hour's on-call service and respond to emergencies.
- Demonstrate commitment to ccha's customers and the communities it serves. Demonstrate an understanding, and show a sensitive approach to diversity, to all people within and external to ccha.
- Demonstrate ability to build effective relationships internally and externally.
- Evidence a commitment to equality.
- Excellent communication skills, with the ability to communicate in a clear, open and honest way. Good IT skills and able to plan own work.
- Able to work within a strong team environment, covering for others when needed.

# SUMMARY OF KEY TERMS

<b>Job Title:</b>	Director of Homes
<b>Salary:</b>	£77,500pa
<b>Benefits:</b>	AXA Private Health Care
<b>Pension:</b>	SHPS Pension up to 10% matching (also available 4%, 5%, 8%ee/er)
<b>Hours:</b>	35hrs per week
<b>Location:</b>	Croydon and remote working
<b>Notice Period:</b>	Three months after completion of probationary period

Flexible approach to working hours including evening meetings.

## Other benefits

- Annual group bonus
- Generous Sickness Allowance
- Holiday 25 rising to 30 days over 5 years
- Simply Health Cash Plan
- Health Assured Counselling Dependents leave 3 days per annum
- Compassionate leave 5 days per annum
- Christmas **Discretionary** Days (2 extra days between 1st Dec and 31st Jan)
- Cycle to work scheme
- Long Service Award
- Flexible working
- Remote and Home working
- Buying and Selling holiday up to 5 days per year
- Season ticket loan
- Flu Jab
- Death in Service (3 x salary)

## **Director of Homes**

**£77,500 + benefits**

**Croydon**

We have a great opportunity for a talented and experienced senior property professional to join our leadership team and make their mark in this newly created role of Director of Homes.



**Delivering on our promises**

With a new and ambitious five-year business plan in place which will see us grow and diversify, we wish to appoint a strong, focused leader who will take up the challenge of ensuring the effective maintenance of over 1400 of our existing homes across the London Boroughs of Croydon, Sutton and Bromley and the delivery of our development programme of 50/60 much needed new homes a year, over the next 5 years.

As the lead for property services, asset management and development, you will appreciate the opportunity this presents to review, shape and deliver new asset management and development strategies which align with the business plan and prepare us well for future challenges. Alongside this, you will drive the effective management of the new repairs contract ensuring joint targets and excellent customer satisfaction are achieved.

Reporting to the CEO and supported by a positive team, you will be comfortable working across the organisation, establishing new supportive stakeholder relationships and contributing to the delivery of strategic aims and objectives.

With relevant senior level experience in a housing association or similar and excellent communication and leadership skills, you will demonstrate a good cultural fit with our values, our teams and our customers.

**Closing date for applications will be 4 December 2020 at 9am.**