



empower

Housing Association

Chief Executive

Recruitment Pack





Welcome letter from the Chair

Thank you for your interest in joining the Empower Housing Team.

We're looking for an authentic and enthusiastic Chief Executive (CEO) who brings energy and enthusiasm to lead and manage Empowers priorities and strategy.

It is important our next CEO embraces our commitment to providing forever homes to those who need them the most, working with tenants, their advocates and care providers to create excellent home environments tailored to the individual's needs.

Following the retirement of our long-standing CEO last year, the Interim CEO has played a key role in supporting the organisation and board through the changes recently identified by the Regulator of Social Housing. We have an amazing team who are committed to our tenants and the work we do, supported by a new Board who bring a wealth of experience and sound judgement to guide us through the next phase of our journey.

The work of Empower is not easy, but it is very rewarding. We provide supported housing to over 210 properties, providing a home to nearly 450 tenants. Demand for the type of accommodation we provide is very high and our Board want to see more homes provided in a sensible and balanced way. Our new CEO will play a key role in sustaining and developing lasting relationships with partners to support sensible growth.

Empower is a small Organisation with a team of 20 providing a high-quality housing service to our tenants. Our next CEO will need to be able to balance being a visionary ambassador for Empower with a hands-on approach needed in a small business.

The Board is therefore looking forward to welcoming a new CEO to work with us and lead the organisation into the future. We are committed to providing homes that allow our tenants ability to thrive. We are focused on engagement with all of our tenants and partners to genuinely influence what and how we do things.

Empower is an amazing organisation doing amazing things to those who need them most. In this role we need an exceptional, energetic CEO who can sustain and develop our future. If you are that person, we'd love to hear from you!

Mark Dunford

Chair, Empower Housing



About Empower



Who is Empower?

Empower Housing Association was established in August 2003 as an independent, not for profit organisation, specialising in providing homes for people with disabilities. We manage 211 properties across England and Scotland providing homes for 445 residents that meet their needs.

We believe everyone deserves a home for life. Our properties are mainly bungalows in residential areas allowing less able people to live in communities and enjoy their life to the full.

At Empower we only provide homes for people with supported housing needs and being experts in this field allows us to focus on what matters most to our residents, who often have very diverse needs.

We work closely with partner agencies to provide quality bespoke independent supported living accommodation in the community. With our person-centered approach in mind we aim to work closely with our tenants to provide and deliver high quality housing and service.

We work with a very diverse group of tenants most of who have significant and complex needs. When we find a home for one of our residents we work very closely with advocates, care providers and the Local Authority to ensure the home and associated management services meet our residents' individual requirements.

Our Purpose

To provide specialised housing solutions that allow people to live independently enabling their ability to thrive.

Our Values

We are Caring

We care passionately about what we do and have the utmost respect for people and their abilities

We are Supportive

We work with our partners to find creative and innovative solutions to tenants needs. We recognise the importance of our team are committed to being an employer of choice

We are Inclusive

We are instinctively honest and open. Our team are committed to the work we do and put the individual needs of our people at the heart of all we do

Management Team



Lee Sugden – Interim CEO (2021)

Lee joined EHA in 2021 following the retirement of the previous Managing Director. Lee is an experienced CEO and Finance Director having worked in social housing for over 25 years.



Michelle Lee - Operations Director (2003)

Michelle has been employed by EHA since 2003, when the company started trading. Michelle has experience in Rent Management and oversees the day to day running of the office. Michelle has the following housing qualifications: Chartered Institute of Housing Level 3 National Certificate in Housing, AAT Level 2 Certificate in Accounting, and BA in International Hospitality Management.



Nicola Norris - Benefits Manager (2006)

Since starting with EHA Nicola has experience with working within the Maintenance, Housing Management and the Rent Departments. Nicola has holds a CIH qualification for Supported Housing. Nicola now leads the Rents and Housing Management department. Nicola also holds a Level 4 Diploma in Counselling and Psychotherapy.



Sharon Walker - Development & Compliance Manager (2007)

Since starting with EHA Sharon has worked in within the Maintenance, Rent and Development Departments as well as providing housing related support to all tenants. Sharon continues to work alongside John in the development and also oversees the implementation of Compliance whilst liaising with the relevant departments. Sharon has received a CIH qualification for Housing, Advice and Information.



Anthony Moore – Building Quality Manager (2016)

Anthony has been working with EHA since December 2016 as a Building Quality Manager and leads the maintenance department. Anthony has worked within construction over the last 35 yrs and is a qualified time served carpenter and joiner. He holds a Construction site manager NVQ Level 4 CSCS card. Anthony works alongside the development and compliance departments.



John Plowman – Development & Facilities Manager (2017)

Since joining EHA John has worked within the Development department overseeing the development phase for all newly aquired properties. John has a wealth of knowledge in the supported living sector.

Our Board



Mark Dunford - Chair of the Board

Mark has been involved in social housing the majority of his career. As a qualified accountant his current role is Executive Director of Finance & Commercial at Together Housing Group, one of the largest housing providers in the North. He has held a number of NED roles in the past & is currently a Group Board Member at Livv Housing Group.



Marcus Evans

Marcus is the Director of Governance and Compliance at the Sovini Group. He has a BSc Hons Degree in Governance and has 12 years' experience of working within housing at an Executive management level. Prior to this, he has 15 years of experience working for a number of Local Authorities. Marcus also acts as company secretary for a number of companies and is the Chair of Governors at a primary school. Marcus is also a non-Executive Board Member at the Prima Housing Group. Marcus is looking forward to ensuring Empower Housing demonstrates excellence in its governance arrangements.



Rob Wakefield

Rob is the Chief Executive at Community Gateway Association, taking up the position in 2017 following 6 years as Executive Director of Resources. Rob is a qualified accountant and prior to joining Community Gateway worked in both local government and housing association roles across the North West. Rob is also an experienced non-executive having served on the board of housing, education and charitable bodies. As well as supporting Empower Housing Rob is currently a non-executive on the board of Arawak Walton, the largest independent black and minority ethnic Housing Association operating in the North West, and a Trustee of Preston Vocational Centre, a charitable organisation providing construction-based training and development opportunities to young people in Preston.



Tracy Woods

Tracy is the CFO at First Choice Homes Oldham and oversees the Corporate Services Teams including Finance, ICT, Governance Risk and Assurance and People and Culture as well as the Development Team that supports plans to deliver 850 homes by 2026. Tracy's career spans across a range of sectors both in the private and housing sector, in the latter years being focused on delivering change and transformation, including a merger of two housing associations and a disposal of a division of a large corporate organisation. As an experienced NED she is committed to ensuring that the organisation has strong governance, financial and operational resilience to support the delivery of Corporate Plan aspirations.



Stephanie Murphy

Stephanie was appointed Chief Executive of Castles & Coasts in July 2017. Prior to that, she was Chief Executive of Two Castles Housing Association, from 2005. In leading the organisation, Stephanie has extensive experience of business planning, risk management, governance and service improvement and she is passionate about the right values and behaviours driving success in business.

Zack's Story

Inspirational Zack Kerr is the man behind a national campaign which has transformed the lives of thousands of disabled people and their families.

Zack, who has quadriplegic cerebral palsy which affects his limbs and speech, was inspired to launch the Changing Places campaign with his family back in 2017, after growing frustrated at the lack of suitable toilet facilities for disabled people at motorway service stations up and down the country.



The campaign saw Zack leading the calls for more Changing Places toilets to be installed at service stations, which are vital for around 260,000 disabled people and their families and carers in the UK.

Changing Places Toilets (CPTs), unlike standard accessible toilets, have an adult changing bench and hoist facilities as well as extra space for carers.

When Zack launched the campaign, there were just 12 Changing Places toilets on the UK motorway network. Without accessible facilities, disabled people face lying on public toilet floors or being severely restricted where they can travel.

Zack, aged 26, explained: "Without Changing Places facilities, we don't have toilet facilities that we can use safely or with dignity when we're out, so we end up isolated in our own homes. It doesn't just affect us, it affects our friends, families and carers too."

Amazingly, Zack gathered more than 130,000 signatures on his petition and took his campaign all the way to Downing Street.

Fast forward to today, there's now 1,300 registered Changing Places toilets across the UK, which are all listed on the Changing Places app so people can easily locate them.

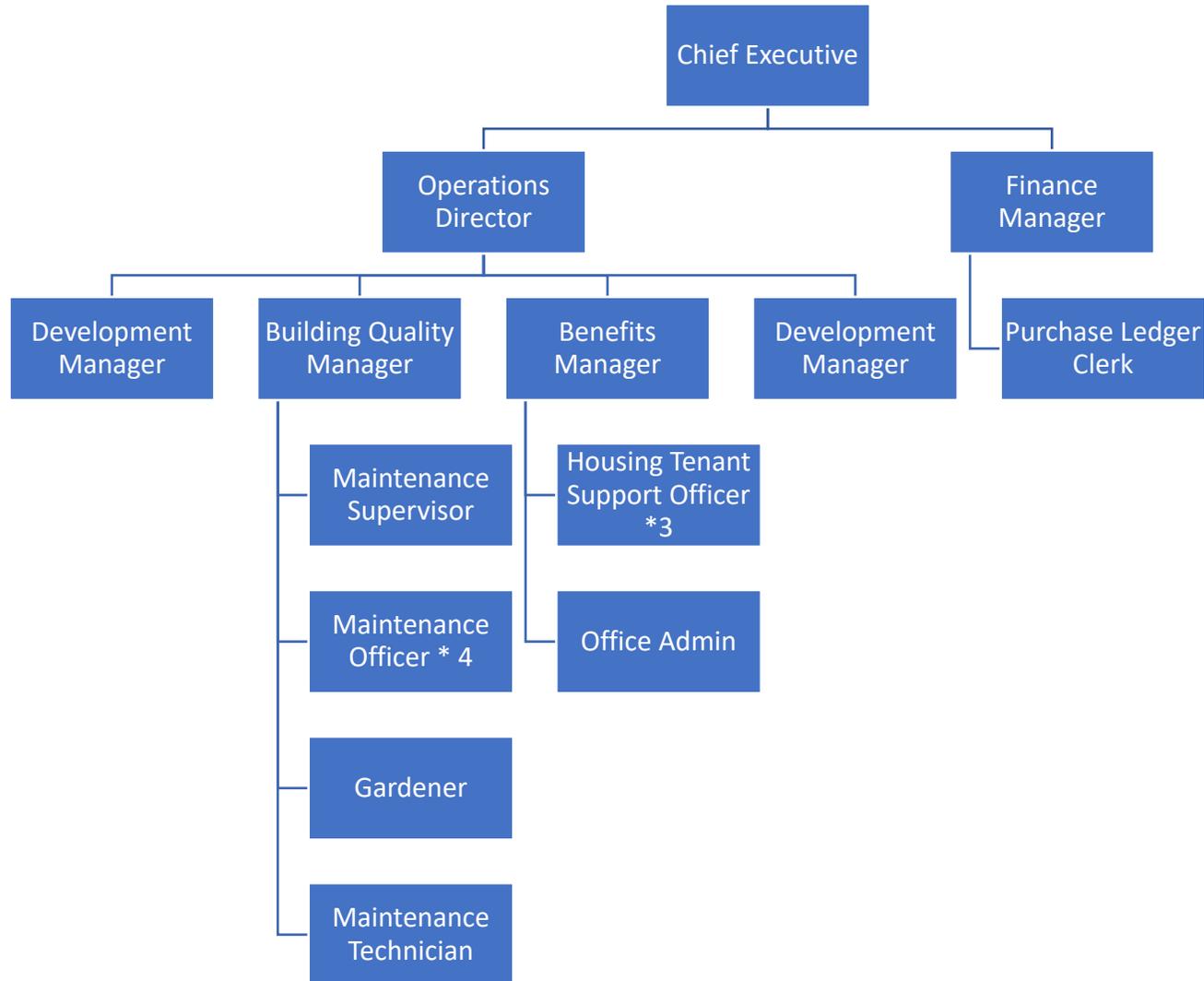
When he's not changing the world, Zack lives at a specially adapted bungalow in Oswaldtwistle. He's supported by carers from My Life and has been an Empower Housing Association tenant for four years.

Zack is a huge Marvel and Lego fan, and his home is adorned with memorabilia of his favourite superheroes as well as his impressive Lego creations, which he builds with the help of a pen with blue tack on one end to help him connect the pieces together.

Zack's tireless campaigning has taken him all over the country, and last year he scooped the Positive Role Model for Disability Award at the National Diversity Awards – an accolade which saw him taking part in his other favourite pastime – meeting celebrities.

Empower Housing Association

Proposed Staff Structure



Chief Executive £95k - £105k p.a Lancashire

Empower Housing Association provides high quality housing that is specifically adapted to the needs of adults with disabilities, enabling them to live independently within their community. Founded in 2003 and based in Chorley in Lancashire, we currently provide around 211 homes. Our work makes an immense difference to the lives of our customers, offering them the tailored support and advice they need and the peace of mind that if something goes wrong in their home, we're there to help them fix it.

Our new Chief Executive will provide the organisational leadership and strategic direction that will enable us to build on our strengths, continuing to put customers at the centre of what we do, and work closely with colleagues to set a path for continued growth and success. You'll play the central leadership role in setting, modelling and embedding our organisational values and ensuring that clearly defined business objectives map out a clear path for colleagues to work towards. You'll ensure that the right structures and performance measurements enable all members of staff to have a clear understanding of their role and how they play a part in achieving our corporate objectives.

We expect that you will already have senior leadership experience including working at Board level within a social or supported housing setting and that you will be fully appraised of current legislation and policies. You'll take the lead on ensuring that good governance and financial management underpin what we do, so we are particularly interested in hearing from people with proven experience of these aspects of leadership. Most importantly you'll be able to demonstrate your passion and commitment for supporting people with disabilities and a readiness to put their needs at the centre of service design, and to measure success by the positive difference we can make to our customers' quality of life.

Please visit www.emaconsultancy.org.uk to find out more and apply. Or please call our retained consultants at ema for a confidential discussion: Ian Robertson on 07947 126329.

Closing date: 10 July 2022



Job Description

Department: Senior Management

Job Title: Chief Executive

Accountable to: The Board of Directors

Duties and Responsibilities

The Chief Executive of Empower Housing Association (EHA) has overall responsibility for EHA under the general direction of the Board, supporting the Board to achieve good governance, comply with all necessary regulatory and statutory obligations, ensure a high standard of services are delivered, risks assessed, and financial viability maintained – all in the pursuit of EHA's vision, values, strategic objectives and in delivering high quality services benefiting tenants and service users.

Empower is a small, supported housing provider with a team of dedicated individuals providing high quality services to tenants. Although not essential, it would be desirable if the next CEO can bring strategic financial support to the business in addition to the leadership qualities that are a pre-requisite of a CEO.

The post holder will lead EHA in pursuing the strategic objectives determined by its Board, consistent with its values, vision, and purpose; ensure the development and implementation of effective strategies, business plans and policies. The post holder will report to the board and contribute to the review and implementation of EHA's strategy and business plan whilst delivering and demonstrating the vision and values of EHA.

Main Areas of Responsibility/Tasks

- Provide strategic leadership, direction and support to EHA's Board of Management, Management Team and staff and associated EHA colleagues.
- Translating strategy into deliverable, clearly articulated plans that allow all staff to understand how their contribution helps to achieve EHA's objectives.
- Keeping abreast of new legislation, government policy and good practice to ensure that policies, procedures and working practices put EHA at the forefront of service delivery.
- Manage the development of strategies and policies; establish clear operational and departmental objectives, providing an effective framework for their implementation for approval by the Board of Management.

- Lead on the developing and ensuring a high quality Governance framework is in place for Empower that at least meets the minimum regulatory standards and complies with the chosen code of governance of Empower.
- Develop a culture of continuous improvement, underpinned by a flexible and motivated staff with strong alignment to EHA's objectives. Lead and develop any required associated change management programmes.
- Providing strong and visible leadership that acknowledges the importance of professional development and constructive discussion of performance.
- Planning resources appropriately to ensure that EHA has the necessary financial, human and other resources needed to deliver agreed objectives.
- Promote and sustain good corporate governance and corporate health.
- Ensure EHA's compliance with the performance and other standards, regulations and guidance of the Regulator of Social Housing.
- Develop and maintain a robust risk management strategy and oversee the implementation of the strategy.
- The postholder will ideally be in a position to provide strategic financial support to the Finance Manager, ensuring all legal and regulatory requirements are met.
- Providing relevant and timely information to the EHA Board to ensure effective oversight of EHA
- Monitoring and controlling EHA's budgets in accordance with financial regulations and standing orders.
- Ensuring that services competitively procured by EHA are cost effective, of good quality
- Drive the delivery of a modern, responsive, customer-focused and cost-effective housing service ensuring EHA provides high quality accessible and affordable homes and excellent customer services to tenants.
- Involve customers to ensure that their views, experiences and desires are considered in the scrutiny of performance and development of improvement plans.
- Develop innovative approaches and products to increase housing supply and related services.
- Actively encourage continual learning based on a shared understanding of excellent customer service, together with a commitment to act upon opportunities to improve customers' experience.

- Develop a strong performance culture and commitment to meet or exceed customer needs which provide value for money.
- Optimise the use of new technology to deliver agreed objectives.
- Ensure robust monitoring of performance, maintaining accountability as appropriate and reporting in an open and accessible manner.
- Ensure clear communications between EHA Board and senior management
- Promote EHA positively by establishing and enhancing relationships with all strategic partners (local authorities, the Housing Regulator and other businesses, statutory and voluntary organisations operating within the sector)
- Provide knowledge and expertise to external agencies relevant to increased and more effective supply of accessible housing and housing related services.
- Be an exemplary ambassador for EHA.

General Responsibilities

- Promote and represent the Organisation positively by providing transformational leadership a proactive customer service based on an understanding of customer demands, their relationship with the organisation and promoting our services.
- Develop strategic partnerships, negotiate and develop good relationships with the organisation's funders.
- Direct, develop and promote partnership working across the EHA organisation and with external funders to ensure that the goals of the organisation and its business plan are met.
- Promoting EHA's Equality, Diversity and Inclusion and Health & Safety policies and practice in all aspects of the job role as it relates to colleagues, tenants, service users, contractors, consultants and external agencies.
- To undertake such other tasks as reasonably required to meet the varying needs and demands of EHA

Accountability

This post reports to EHA's Board of Directors and is accountable to report as appropriate on EHA's performance and other such matters as required.

Person Specification

Education & Qualifications	Essential	Desirable	Method of Assessment
Qualified to degree level or equivalent	X		Application
Current membership of a relevant professional body (i.e CIH)		X	Application
Knowledge/Experience & Skills			
Senior management experience within a social/supported housing industry	X		Application and interview
Proven experience of delivering high quality professional and customer-oriented services	X		Application and interview
Experience within a successful Registered Social Landlord	X		Application and interview
Ability to act as a valued ambassador for EHA in interactions with colleagues, board members, customers and funders with whom you come into contact to develop trusted relationships.	X		Application and interview
Experience of effective working with Board or Management Committee	X		Application and interview
Preparation, promotion and implementation of business plans and other planning/bidding documents.	X		Application and interview
Senior leadership and management experience to inspire and motivate staff to deliver service excellence.	X		Application and interview
Proven experience of budget preparation, setting, monitoring and financial forecasting.	X		Application and interview
Understanding of the regulatory framework provided by the Regulator of Social Housing and other sector regulators	X		Application and interview
Understanding the political environment which impacts on EHA	X		Application and interview
Demonstrable experience of delivering services across a number of platforms making best use of technology for customers and the business	X		Application and interview
Demonstrate skills in effective asset planning which delivers value for money and customer satisfaction	X		Application and interview

Knowledge/Experience & Skills (cont'd)			
Evidence of effective and inspiring leadership approaches	X		Application and interview
Evidence in good practice in managing environmental issues in delivering housing and asset planning services	X		Application and interview
Demonstrable numerical and written communication skills	X		Application and interview
Demonstrable reasoning and problem-solving skills	X		Application and interview

COMPETENCY MANAGEMENT FRAMEWORK (ALL ESSENTIAL)

Communication

Communicates ideas and information effectively, both orally and in writing, ensuring messages are clear, unambiguous, and understandable. Perfectly grasps grammar and "plain English". Shares information openly and encourages a two-way dialogue. Uses language and style that are appropriate to the situation and to the people being addressed.

Customer-Centred Approach

Puts the person at the heart of the service and is able to understand both internal and external customers and service users' needs. Recognises that customers and service users are unique. Takes personal responsibility for securing the satisfaction and wellbeing of customers and service users. Shows perseverance and innovation in resolving problems. Encourages and maintains open, positive relationships with a wide range of people. Listens and communicates assertively to ensure mutual understanding.

Innovation

Constantly strives to evaluate, question and improve how things are done. Views improvement as a continuous process. Creatively explores and applies innovative approaches to improve the quality and delivery of services.

Working Together

Participates willingly and contributes effectively to the team effort. Sets own interests aside when appropriate to meet the needs of the team.

Leadership

Leads, inspires and encourages others to meet business objectives whilst providing a clear vision and sense of purpose in all activities. Actively participates and contribute towards project teams, committees and other working groups. Is supportive of colleagues, including secondees, placements and new employees.

Personal Effectiveness

Takes personal responsibility for making things happen and achieving results. Presents ideas clearly and persuasively. Takes responsibility in challenging circumstances or when things go wrong. Recognises and control own emotions and to respond to situations objectively, even when under pressure. Has the self-confidence and flexibility to adapt own response to suit the needs of the situation or to respond flexibly depending on the other persons' approach.

Problem Solving and Reasoning

Identifies and resolves problems by gathering and analysing information from a range of sources, to make informed and effective decisions. Draws appropriate conclusions and considers the consequences of these decisions. Willingness to participate and contribute effectively to the team effort. Puts own interests aside when appropriate to meet the needs of the team.

Information Systems

Understands core information communication technology – including Google, Microsoft Office, departmental I.T systems. Ability to access and use software for effective communication and the management of information. Has a basic knowledge of PCs, including keyboard skills and will take active steps to update personal computer literacy skills and to support others when required.

Terms and Conditions of Employment – Chief Executive

Salary:

£95,000 - £105,000 depending on skills and experience

Working hours:

Normal hours of work are 37 hours per week, Monday to Friday. 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.

Notice Period:

6 months

Pension:

Empower Housing operates a defined contribution pension scheme with Royal London. 3% employer contribution and employees making 5%. Currently under review

Holidays:

30 days' holiday during each holiday year

Health Cashplan:

Westfield health scheme

Location:

Your normal place of work will be our office at 33-35 Hollinshead St, Chorley, PR7 1EP, but travel across our operating areas is expected.

How to Apply

Chief Executive / Non-Executive Director

Thank you for expressing an interest in one of the above posts at Empower HA. If you have read the candidate briefing information and you would like to apply, please follow the guidelines below.

Application Process

Please submit an up-to-date Curriculum Vitae (CV) and covering letter ensuring that you quote reference ema:440 for the post of Chief Executive and ema:441 for the Non-Executive Director post.

How to apply

It is important that your CV highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the job description and person specification. Within your CV, please supply the following:

- Full name and postal address;
- Work and home telephone number, mobile number and email address (NB most written communication with you will be electronic);
- Employment history (explaining any gaps);
- Education and dates your qualifications were obtained;
- Current Memberships of relevant professional associations/Institutes and dates.

Your covering letter (maximum of 3 pages) should be used to convey why you are attracted to the role describing how your experience and skills will help Empower HA map out their future purpose, direction and priorities. The covering letter is considered an important aspect of your application and will be used to assess your motivation for the role.

Timetable

The timetable for the selection process is included below. In your supporting letter, please advise us if you have any difficulty with the outlined dates and/or any other dates when you are unavailable for assessment. We try to offer flexibility, but it can be difficult to convene the selection panel outside the advertised selection dates due to diary commitments.

Please return your application by 10 July 2022 (electronic submissions) to our retained consultants at ema consultancy Ltd: email: responsehandling1@emaconsultancy.org.uk

Process	Date
Closing Date	10 July 2022
Screening Interviews	w/c 18 July 2022
Final Interviews and Assessments	w/c 1 August 2022. CE interview likely to be on 5 August 2022

Assessment and Selection Process

All applications will be considered and assessed against the requirements of the Person Specification in order to select an initial long list of candidates. If you have been successful at this stage ema will contact you via telephone/email immediately following the initial longlisting meeting with Empower HA.

Please complete the Equality and Diversity Recruitment Monitoring Form which can be downloaded. This will assist Empower HA in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equality and Diversity Recruitment Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation.

Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.

Contact Details

If you have any queries about the position or the selection process; or if you would like an informal and confidential discussion with our consultant, please do not hesitate to contact Ian Robertson at ema consultancy on 07947 126329.

Thank you for your interest in this position.

Ian Robertson

Executive Director

