



Chief Executive

Information Pack

**‘Previous applicants need not
re-apply’**

August 2010

Statement from the Chair of the Board of King Street Housing Society

Firstly I would like to thank you for showing an interest in the post of Chief Executive of King Street Housing Society. We are a small but successful organisation, proud of our local reputation for delivering a wide range of housing solutions in the Cambridge area and we are currently looking for an inspirational and experienced leader to help us face the challenges ahead.

Background

King Street Housing Society is a housing association based in the centre of the historic city of Cambridge. The Society was founded by members of Jesus College in 1966 to provide much needed affordable housing for local residents. We own and/or manage 800 properties in Cambridge and the surrounding areas. The Society is a member of the National Housing Federation and is registered with the Tenant Services Authority.

Over the years, the Society has developed homes on several sites in the Cambridge sub-area. We work closely with local authorities and other partners in providing affordable housing solutions, including general needs housing, shared ownership, leasehold housing for the elderly and supported housing. Our stock includes 146 properties that we manage on behalf of other RSLs and local almshouse charities. We also procure and manage private leased properties which provide temporary accommodation for homeless households (currently 191) and we run rent guarantee schemes with a number of local authorities.

The Society is keen to expand its activities and to develop into new areas. The cost of home ownership in the Cambridge area is beyond the reach of anyone on a low income and the need for affordable housing has never been greater. The Society wants to play a part in solving some of the housing problems that now exist in the area. We are members of Cambridgeshire Partnerships Limited chosen by the HCA to deliver key elements of the growth programme for the Cambridge area. We have existing relationships with statutory and voluntary agencies and are keen to work with them to respond to new opportunities to prevent and address homelessness and housing need.

King Street Housing Society currently has 18 employees including caretakers and maintenance staff. We operate from a city centre office in King Street. If successful, you would lead a small friendly team where the development of new skills and knowledge is encouraged. Effective teamwork is essential, and everyone is encouraged to work together, to cover for colleagues and to provide the best possible service to our customers.

The Board

The successful applicant will work closely with the Board which is responsible for governing the Society and is made up of 10 voluntary members. The Board meets 6 times a year.

Key Performance Information

During the financial year 2009/10 we helped 392 households to find more suitable accommodation by offering 55 tenancies in our permanent stock; 123 tenancies in our temporary housing and assisting 14 households through the rent deposit scheme.

The average void turnaround time for our permanent stock was 2.81 weeks and our rent arrears performance was 3.72%.

Throughout the year we achieved over 90% satisfaction rates with our repairs and maintenance service.

Key Challenges

The Society is justifiably proud of its high level of customer satisfaction which reflects the quality of homes and services provided. Our portfolio of properties and our range of services demonstrate that we are both committed and resourceful when it comes to meeting local need.

However, we are also aware that there are areas for improvement and we have therefore identified the key challenges which we wish to take forward as a Board with the new Chief Executive and these are:

- Ensuring that the Society remains sustainable, financially viable and is able to respond to opportunities for growth.
- Maintaining our local focus and reputation.
- Effectively involving residents in all aspects of our business.
- Delivering a wide range of services to our customers and continuing to maintain high standards.
- Meeting resident and regulatory expectations within limited resources.
- Providing strong leadership, management and further development of our staff team.

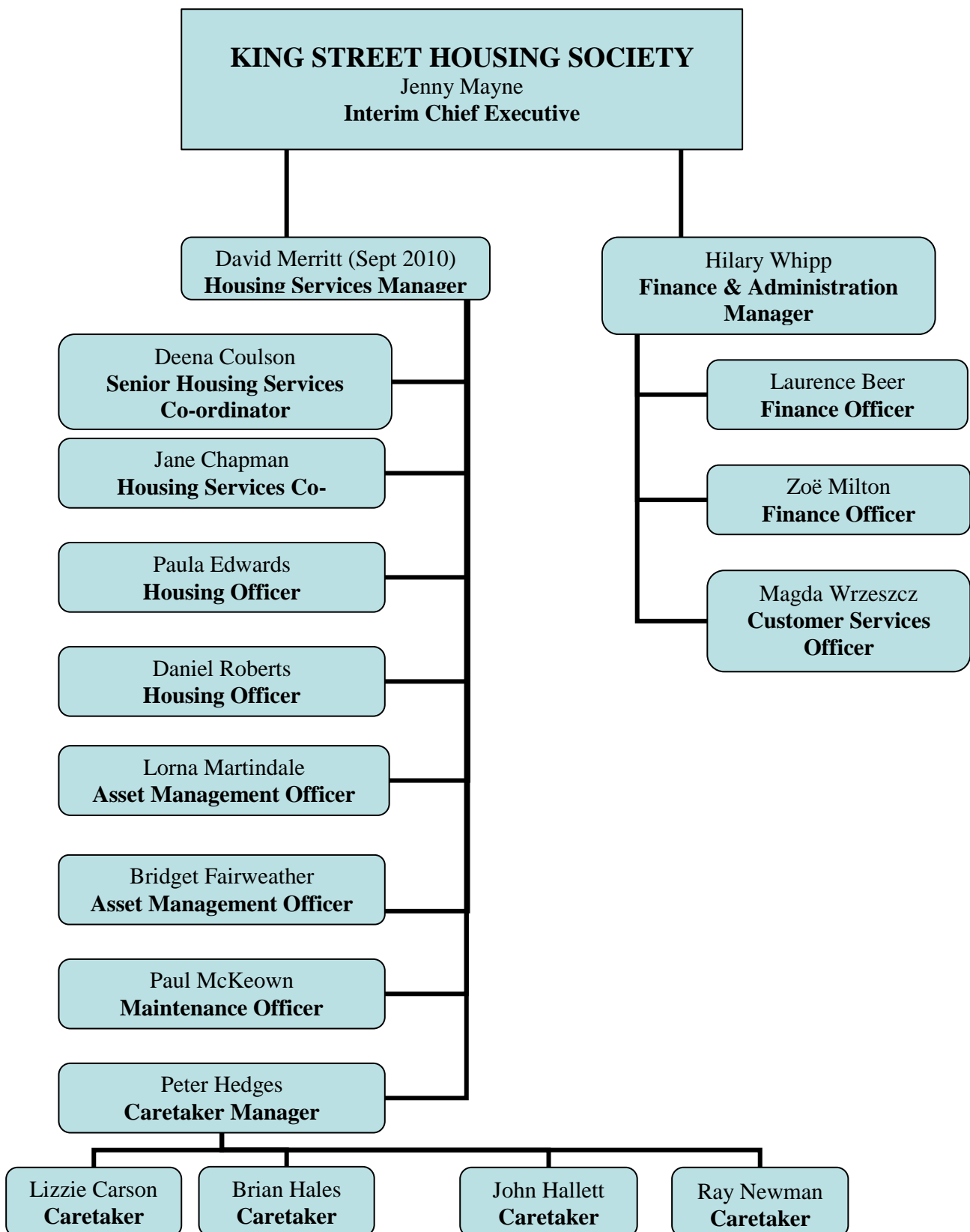
We believe that these will ensure that we have the solid foundations necessary to enable us to consolidate our existing strong position as well as further develop and expand our services.

Summary

I am really proud to be the Chair of an organisation that not only delivers services of a high standard but is also committed to the continuous improvement in the quality and performance of those services, despite financial constraints. The Board is looking for the right candidate who will have the vision, determination and drive to support us in achieving our goals. If you believe that you have the right qualities to take on the challenges we face then we look forward to hearing from you.

**Paul Gilchrist,
Chair of King Street Housing Society Board.**

King Street Housing Society Organisation Chart





Chief Executive – Job Description

POST:	Chief Executive
RESPONSIBLE TO:	The Board of King Street Housing Society
DIRECTLY RESPONSIBLE FOR:	Finance and Administration Manager and the Housing Services Manager

Purpose of Job

- To provide leadership and direction to the Society at a strategic and day to day, operational level ensuring that systems and procedures are robust and optimised and meet all regulatory standards whilst simultaneously retaining its customers at the very heart of what the business does.
- To foster and promote the work of the Society, ensuring that it continues to effectively contribute to the relief of housing need in its area of operation and continues to maintain its positive, local reputation for providing a wide range of housing solutions.
- To ensure that the Society offers a high standard of service, which is driven by strategic results, and takes advantage of opportunities to extend the Society's stock in management, and other services, wherever possible.
- To maintain the Society's relationship with the Tenant Services Authority, the Homes and Communities Agency and other external bodies, including local authorities.
- To ensure meaningful tenant engagement amongst residents and to support co-regulation.
- To promote active membership of the Society.
- To uphold the Society's commitment to diversity.

Main duties

Governance and strategy

1. To work closely in conjunction with the Chair and the Board to determine and deliver the strategic direction of the Society and support the Board in upholding high standards of governance.
2. To act as professional adviser to the Board and any Sub-Committees and assist in the programming for the determination and review of policies and strategies.
3. To take responsibility for the cycle of Board and Committee meetings and the Annual General Meeting. To prepare and issue timely reports and agendas in time for meetings and follow up issues as required.
4. To carry out regular risk appraisals and advise and alert the Board on the proper management of risk.
5. To work with the Board in preparing and updating the Business Plan annually.

Financial

1. To be responsible for the financial management of the Society, working closely with the Finance Manager to set budgets and report quarterly to the Board, ensuring that borrowings and investments are well managed, that rent and other income is maximised and effectively managed, and that the Society's viability and sustainability is maintained.
2. To ensure that external audit is efficient and effective and to advise the Board accordingly. To work closely with the internal auditor, monitoring and helping to direct their activities, and in receiving and reviewing recommendations and ensuring their implementation where appropriate.
3. To ensure that the Society's properties, equipment, staff and Board members are adequately insured and to report annually on the level of cover and costs.
4. To ensure that proper systems of control and limits of delegation are established and maintained. To review regularly the Society's financial regulations and ensure that all staff are aware of their responsibilities.

5. To protect and enhance the Society's assets ensuring that the Society receives the best return on its assets within the context of its affordable housing role.
6. To be responsible for reviewing all liabilities and legal engagements and partnerships, in order to safeguard the Society and its assets and limit its liabilities.

Housing services

1. To seek to provide the best possible service to customers within available resources, by ensuring that the Society's properties are maintained to a high standard, that an effective housing management service is provided which complies with all relevant legislation and that customers receive appropriate support, advice and signposting to relevant services.
2. To ensure that residents have a range of opportunities and methods to be involved and influence the services provided by the Society. This will include shaping priorities, setting standards and scrutinising services.
3. To oversee the production of the annual tenants report.
4. To ensure that an effective complaints procedure is maintained and that complaints and other customer feedback are reported regularly to the Board.
5. To ensure that regular newsletters and performance information is provided to residents, ensuring that the Society complies with the terms of the various tenant and leaseholder charters.
6. To oversee the development and management of other related housing services and initiatives.

Development

1. To seek out suitable development opportunities, and to follow up possible new schemes and services, reporting to the Board and advising on viability and risk. To make bids for grant, as appropriate, to funding bodies and to manage development schemes to obtain the highest achievable standards, providing regular progress reports to the Board.
2. To ensure that the risks associated with any new business proposal, as well as extensions of existing schemes, are rigorously appraised and managed.

Staff

1. To create and sustain an effective leadership team which can support the Society in the delivery of its overall strategic aims as determined by the Board.
2. To foster positive working relationships and practices within the Society, ensuring that training needs are identified and met within budget, so staff are encouraged to develop to, and work to, their full potential in the interest of the Society.
3. To be responsible for the overall HR function, including Health and Safety, ensuring that the organisation complies with legislation and seeking professional advice as and when appropriate.
4. To ensure that staff vacancies are filled as necessary, in compliance with relevant legislation, and that proper induction training is set in place.
5. To make recommendations on staff structure and remuneration, including pensions and other benefits, to the Board.

General

1. To develop and maintain strong and productive relationships with existing key stakeholders and partners and, working closely with the Society's own agents and partners, such as the Cambridge Cyrenians, Rethink, BPHA, Papworth Trust etc, seek new partnerships in pursuance of new schemes or projects.
2. To complete all regulatory financial and statistical returns.
3. To take overall responsibility for the robustness and quality of the Society's activities, systems and procedures ensuring that regulatory standards are complied with.
4. To undertake, from time to time, such additional duties as are commensurate with the expectations of such a senior role.



Chief Executive – Person Specification

The Society is looking for an experienced leader who can deliver on the Society's ambitious plans and key challenges. In order to do so, the successful applicant will need to meet the following person specification;

Qualifications and Experience

Essential criteria

- A member of the Chartered Institute of Housing;
- Substantial senior management experience;
- Substantial experience of managing and developing housing services;
- Strategic leadership experience of developing and delivering organisational vision, preferably in a housing association or local authority;
- Experience of delivering significant and innovative change within organisations, including cultural change;
- Knowledge and understanding of the social housing sector and the major issues that it faces;
- Knowledge of the regulatory framework for social housing;
- Experience of setting and managing budgets, working with internal and external auditors together with a strong understanding of housing finance;
- Experience in promoting and encouraging pro-active resident participation;
- Experience of developing and sustaining close strategic working relationships with other external key stakeholders and agencies;
- A track record of delivery and making things happen through other people and within limited resources;
- Experience of successfully managing performance to ensure the delivery of objectives and of dealing effectively with poor performance;
- Experience of creating and leading a strong management team;
- Demonstrable experience of working strategically at Board level providing clear professional and reliable advice;
- Experience of developing new services;
- Experience of ensuring compliance with regulatory requirements;
- Demonstrable evidence of commitment to continuous professional development;
- A full clean driving licence.

Desirable criteria

- A relevant professional qualification

Skills and Abilities

Essential Criteria

- Ability to build close and effective working relationships with voluntary Board members;
- Ability to develop a long term vision and lead a small team to deliver that vision;
- Ability to foster a culture of continuous improvement and excellence;
- Strategic thinking and analytical skills with the ability to assimilate complex issues and influence the formation of strategic plans;
- Sound understanding of key HR and health and safety principles;
- Sound project management skills;
- Exemplary communication skills both orally and in writing;
- Good interpersonal skills;
- Ability to manage demanding workloads effectively by prioritising and delegating work in order to deliver objectives;
- Ability to identify and follow through on opportunities for growth or new services;
- Ability to work flexibly including attendance at evening meetings.

Desirable Criteria

- An understanding of and enthusiasm for working co-operatively in a relatively flat structured organisation;
- Knowledge of and interest in social housing development, either of general or special needs;
- Knowledge of the private sector, the local markets, rents and landlords.

Attitude and Approach

Essential Criteria

- Focused on customers and on delivering quality services;
- Strong personal commitment to diversity and equality of opportunity;
- Business focussed approach with clarity of how to develop a compelling business case and influence and persuade others to deliver;
- Commitment to a mentoring/coaching style of management which encourages good performance and addresses poor performance effectively.

Information for Applicants for the post of Chief Executive

Principle Terms and Conditions of Employment

Hours of work

Our current office hours are 8.45am to 4.45pm Mondays to Thursdays and 8.45am to 4.30pm on Fridays, with permanent staff working a 37 hour week. The need to review how our services are delivered has been identified and later in the year we will be reviewing working hours and it is expected that the Chief Executive will lead this review.

Due to the seniority of this post there would be an expectation that the Chief Executive would, where required, work outside of these existing parameters in order to meet the exigencies of the post.

Probationary period

All new members will work a probationary period of six months. Subject to satisfactory performance during this period, the contract will then be made permanent.

Performance Management

We operate an annual appraisal system, whereby training needs and career development issues can be discussed and agreed. There is provision within the scheme for performance related pay in appropriate circumstances.

Pension Scheme

Currently, staff can join a final salary pension scheme with the Social Housing Pension Scheme once they have satisfactorily completed their six-month probationary period. This scheme provides for contributions from both the employer and the employee with the employer's contribution being 14% of salary..

Annual leave and Public holidays

Holiday entitlement is twenty-five days per year, rising to thirty days after 5 years' service. The holiday year runs from 1 April to 31 March. In addition to the usual public holidays the Society generally closes its offices between Christmas and New Year and up to three days of your annual leave will therefore be required to cover this period.

Car Allowance

A car allowance will be applicable to this post as it is a requirement of the role to have a full driving licence.

Summary

This statement summarises the key terms and conditions of employment and full details will be provided to the successful applicant at the time. This document does not have contractual status.

Information for applicants for the post of Chief Executive

The Selection Process

Please return your completed application and Equal Opportunities Monitoring form marked 'Private and Confidential';

by post to;

Jenny Mayne
Interim Chief Executive
King Street Housing Society
89 King Street
Cambridge
CB1 1LD

or by e mail to;

Jenny@kingstreeths.org.uk

E-mail applications will be accepted in the first instance but must be followed by a signed, hard copy.

Please note CVs will not be accepted.

Closing Date	Noon on Thursday 19 th August 2010
Shortlisting	Candidates shortlisted for interview will be notified after Wednesday 25 th August 2010
Interview and Assessment Day	Wednesday 1 st September 2010 in Cambridge



THE KING STREET HOUSING
SOCIETY LIMITED

CHIEF EXECUTIVE

Up to £64k plus 14% contribution to pension, PRP and car allowance

We are a small successful organisation, proud of our local reputation for providing a wide range of housing solutions in the Cambridge area. Founded in 1966 by members of Cambridge University, our mission remains to provide high quality affordable housing, at a time of increasing demand.

We are looking for a new Chief Executive with the vision and drive to lead us into the next phase of our development and to help us meet the challenges we currently face including;

- Ensuring we remain sustainable and financially viable and able to respond to opportunities for growth;
- Maintaining our local focus and reputation;
- Effectively involving residents in our business;
- Meeting resident and regulatory expectations with limited resources.

To undertake this role successfully you will need;

- A proven track record of success in housing;
- To be an inspirational and experienced leader, able to motivate staff to deliver excellence;
- To be able to develop and maintain strong and productive relationships with key stakeholders and partners;
- A strategic, results driven approach with a strong commercial focus;
- Passion and commitment to housing as a social business with customers at its heart.

For an informal discussion about this post please contact Jenny Mayne, Interim Chief Executive on 01223 312294, extension 212. For a copy of the application pack visit www.peopleandperformance.co.uk/KSHS.

The closing date is 12 noon on Thursday 19th August 2010, with interviews on Wednesday 1st September 2010.