



Innisfree
Housing Association

Chief Executive Recruitment

Candidate pack



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January 2012

Dear Applicant,

Innisfree Housing Association – Chief Executive Recruitment

Thank you for your interest in this position. Enclosed is the information you will require to assist you in completing your application.

To apply please can you:

- Provide an up-to-date CV which shows your full career history with any breaks explained – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this should be a maximum of around three pages;
- Complete the compliance and equal opportunities forms;
- Indicate if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is completed.

However, it is not mandatory to complete the equal opportunities form. The information requested is purely for equal opportunities monitoring purposes in line with our commitment to equality and diversity, and will not affect the outcome of your application.

Once complete, please send your application, preferably in MS Word format, by email to innisfree@campbelltickell.com or by post to:

Campbell Tickell Recruitment
Olympic Office Centre
8 Fulton Road
Wembley
HA9 0NU

Due to postal unreliability we recommend you e-mail your application to us wherever possible to avoid disappointment.

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Applications must be received by Friday 27 January 2012 at 12 noon.

It is your responsibility to ensure that we have received your application. If you do not receive confirmation of receipt of your application from us within 24 hours of sending, please call 020 3434 0990 to ensure it has arrived. You should also ensure that you use a secure email address from which to send your application, as our system will filter out emails if it believes them to have been sent from unsecured sites that are often used to send spam emails. In order to avoid last-minute IT issues, we also ask that you allow yourself ample time to submit your application in advance of the deadline.

Should you be shortlisted for interview, the first interviews will be held on **Wednesday 8 February 2012.**

Following this process, successful candidates will be asked to complete psychometric testing online. They will also be invited to meet with the departing Chief Executive and the Senior Management Team on **Tuesday 21 February 2012.**

The second stage interview process will be held on **Friday 24 February 2012.**

If you have any questions, please feel free to contact me on 020 8830 6777.

We look forward to hearing from you.

Yours sincerely,

A handwritten signature in blue ink that reads "James Tickell". The signature is written in a cursive style and is positioned above a horizontal line.

James Tickell
Director

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Equal opportunities monitoring and compliance application forms
- attached separately to download from www.campbelltickell.com

The following supplementary information can also be downloaded from
www.campbelltickell.com:

- 25th Anniversary Booklet
- Annual Review 2010 – 2011
- Annual Report to Tenants 2009 - 2010

Further information on Innisfree can be found at innisfree.org.uk



Chief Executive Recruitment Welcome Letter

Thank you for your interest in the position of Chief Executive at Innisfree Housing Association.

Innisfree was formed in 1985 to meet the acute housing needs of homeless and inadequately housed Irish people living in London. Over the past 25 years we have grown steadily. We are now a well-established and highly regarded housing association, with high expectations and high standards.

I am pleased to say that we're in a position of strength when it comes to delivering consistent service improvements and in the face of economic turmoil. Our Tenant Scrutiny Panel, established in May 2010, is now a recognised force within the association. We shall be providing all our tenants with a "local offer" on service standards.

We are committed to providing good quality homes verified by independent stock condition surveys. Our most recent survey was completed for us by Rand Associates last year. All our homes meet the Decent Homes Standard.

During 2010-11 we strengthened our financial viability through a number of important measures; improving our rent cash collection rate, reduced borrowing, investing over £800k on maintenance and increasing the number of homes in ownership.

If you want to be the next Chief Executive at Innisfree you have a tough act to follow. Our retiring CEO, Clare Winstanley, has been instrumental in making Innisfree what it is today. You will need a strong background in housing, be committed to great customer service, able to deliver exceptional results through effective leadership and team work and experienced in finding innovative solutions to current and future challenges. Most importantly, you will identify wholeheartedly with our values, our Irish culture and history and will ensure our tenants are at the heart of everything we do. For this you will have the full backing of a strong Board, who are clear about their role and the future of Innisfree.

This is an exciting opportunity. We very much look forward to hearing from you.

Yours sincerely,

Anne McLoughlin
Chair of the Board

About Innisfree

Who we are

Innisfree was first registered as a housing association in 1985. Like many community based associations it grew from the campaigning zeal of a small group of individuals who were driven to do something about the poor health and housing conditions of the local Irish community in Brent.

From the management of short-life housing in one borough, Innisfree has grown substantially and now owns over 500 homes mainly in North & West London. We provide family homes, a very successful scheme for Irish Elders and supported housing for vulnerable single people. The Irish roots of the organisation are reflected in the make-up of our tenants, the staff team, the Board of Management and its committees.

We are a high-performing association. Although we are no longer closely regulated, we remain in the country's top eleven associations for governance and financial viability. We have also achieved high grades from our local authority partners for our Supporting People services.

Why an Irish association?

Although Innisfree and its fellow Irish organisations are now accepted members of the wider black and minority ethnic HA movement, it was not always thus. We did not benefit from the early years of the positive action programme introduced by the Housing Corporation and therefore missed the opportunities for support and growth from which many of our colleagues benefited.

Despite our size and history, Innisfree has done well. Moreover, we have stuck to our mission and our values, often against the odds. It has been necessary, time and time again, to demonstrate that the Irish community still suffers discrimination and prejudice and to illustrate the extent to which their housing and support needs are ignored. The research report, *Still beyond the Pale...? the response of social landlords to the housing and related health needs of London's Irish community*, published in July 2001 showed clearly that local authorities and mainstream housing associations were not providing housing for Irish people in proportion to their need. The report, *Future Directions*, produced for us by Geoffrey Randall upholds this view. While this remains the case, we believe that there is a continuing role for specialist Irish provision.

The "choice-based lettings" regime has had the perverse effect of making it more difficult both for us as providers and for our community. This experience is mirrored by colleagues elsewhere in the BME sector. We are looking at ways in which we

continue to target our homes at the Irish community without breaching equality legislation.

Census information at ward level for our key London boroughs shows just how many Irish people there are within these areas. We will re-double our efforts over the coming years to ensure that the inclusive neighbourhood agenda really is just that.

Innisfree remains committed to its prime purpose which is to address the housing and related needs of the Irish community. Through our work we are helping to combat social exclusion and develop neighbourhood integration. We believe that our efforts will assist not only our clients but also the many public bodies with whom we work, who are bound by new statutory duties:

- To eliminate unlawful discrimination;
- Promote equality of opportunity; and
- Promote good relations between different groups.

We believe that the new “localism” agenda will work towards our community’s advantage.

Missions and values

Our community is based on a common culture rather than narrow, geographical boundaries. That broad sense of community - shared by Irish people working and living in London - gives Innisfree an identity which makes it easier for many of our clients to seek our help and support. Being emigrants is common to a majority of Innisfree's tenants, staff and board members. A cultural "shorthand" exists which leads to an unspoken but shared understanding of experiences both in Ireland and Britain. This, combined with the professional and effective approach of the staff team, results in a very high quality service. Our service is non-denominational and non-judgemental. Above all, it is friendly and good humoured.

We are a publicly accountable, independent charity and positively strive to achieve a continuing improvement in the quality of services. Our tenants are our guiding light. We welcome the opportunities for partnership with others in the public and private sector and aim to be a reliable and effective partner. Our commitment to equality sits comfortably alongside our commitment to the Irish community.

Innisfree is open and responsive to change and to new ideas. At the same time we recognise the importance of financial viability and solid performance. We intend to continue developing new housing and services for the Irish community and those in need in the London area.

Where we work

Innisfree is and always has been a London-based association. The most acute housing need within the Irish community is focussed on the capital and we work in those boroughs with the highest Irish population.

While we have small numbers of properties elsewhere, our key boroughs are:

- Brent
- Camden
- Ealing
- Hammersmith & Fulham
- Haringey

JOB DESCRIPTION

| | |
|------------------------|----------------------------------------------------------------------------------------------|
| JOB TITLE: | Chief Executive |
| RESPONSIBLE TO: | The Board and, in between meetings, the Chair. |
| SUMMARY: | The Chief Executive leads Innisfree and is responsible to the Board for its overall success. |

The objectives of the post fall under three main headings:

A. Leadership

- A1 To lead an organisation which:
- (1) meets the needs and aspirations of London's Irish community, present and future tenants and other customers;
 - (2) has a reputation for outstanding performance, high quality homes, excellent customer services, innovation, creativity and development;
 - (3) maintains a momentum of growth, change and development;
 - (4) has sound resources, strong finances, and operates sustainably and without waste.
- A2 To develop the organisation's strategy in conjunction with the Board.
- A3 To be an effective role model, leader and manager of Innisfree's staff.
- A4 To represent Innisfree effectively within the sector, London and nationally.
- A5 To embody Innisfree's values in all aspects of its work, leading by personal example.

B. Management

- B1 To oversee the work of Innisfree, ensuring effective planning, operation, control and monitoring so that the organisation:
- (1) meets strategic and operational objectives;
 - (2) protects resources;
 - (3) has a strong and distinctive customer-focused organisational culture; and
 - (4) complies with and exceeds financial, regulatory and statutory obligations.
- B2 To lead, support and develop the Executive Team, so that they too can lead by example, and ensure delivery of Innisfree's objectives.

C. Accountability and governance

- C1 The Chief Executive attends the Board, and will work with the Chair and members to ensure effective governance and stakeholder accountability, including regular review of strategies, objectives and controls.

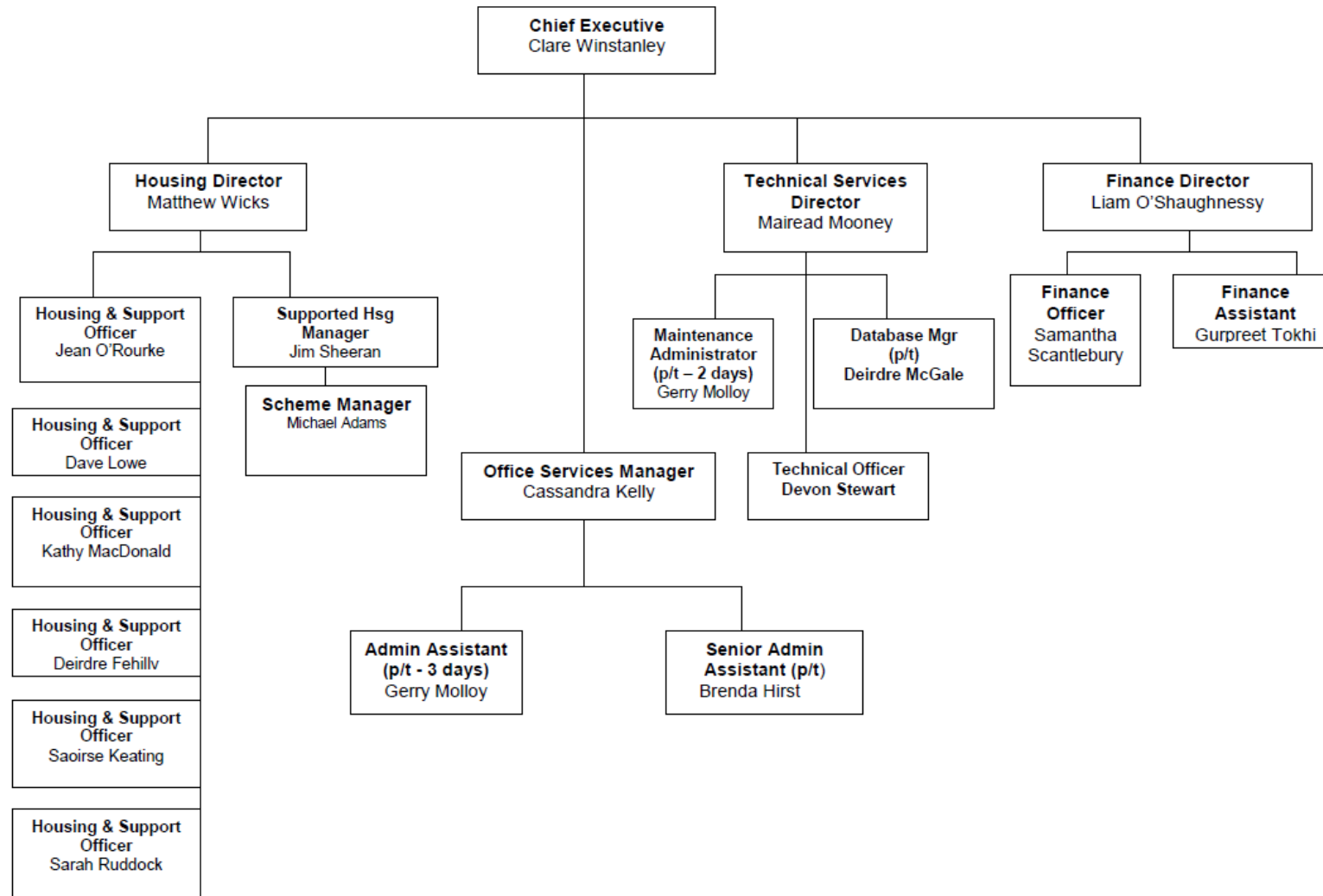
The CE will of course be responsible for a wide range of tasks and activities, as appropriate for an organisation of Innisfree's size, range of activities and geography. As with all Chief Executive positions, there are also certain specific personal

responsibilities and delegated powers, for instance in relation to financial and operational matters, health and safety and others. These are not listed here, and will change over time, and as the organisation continues to change, grow and develop.

PERSON SPECIFICATION

| Criteria | Essential Criteria Description |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Experience | <ul style="list-style-type: none"> ○ Senior experience in the housing, care, support or related sectors in a complex organisation on at least a comparable scale to Innisfree; ○ Evidence of effective working with customers, local authorities and a wide variety of stakeholders and board members. ○ Demonstrable success in working within a multi-cultural environment; ○ Experience of overseeing the preparation and management of budgets; |
| Skills and abilities | <ul style="list-style-type: none"> ○ Ability to lead, inspire, motivate and develop staff at all levels; skilled at building motivated teams, committed to organisational vision, values and goals, also able to tackle issues of capability and conduct when so required; ○ Ability to prioritise, interpret information, analyse complex data, make sound judgements, appraise performance and manage risk; ○ Ability to work effectively in partnership with tenants and residents, senior colleagues, staff, stakeholders and boards; ○ Ability to produce clear, concise and well written reports on complex issues; ○ Well-developed ambassadorial, influencing, networking, promotional and negotiating skills; ○ Well-developed financial acumen; ○ Computer literate – self servicing and able to undertake own correspondence, write reports and to use spreadsheets; ○ Highly developed decision making, problem solving and communication skills; |
| Personal Qualities | <ul style="list-style-type: none"> ○ Committed to Innisfree’s values which includes being non-judgemental and showing respect to customers and colleagues alike and having a positive and good-humoured attitude to life; ○ A strong personal commitment to the cause of social housing; ○ A commitment to, and clear understanding of the needs of, the Irish community; ○ A commitment to high quality customer service; ○ A confident, independent, energetic and visible leader and effective decision-maker; ○ A commitment to equality and diversity; ○ A capacity to deliver results to tight deadlines and under pressure; ○ A commitment to working with others to achieve shared goals; and ○ Self-motivated and outcome focused; |
| Knowledge | <ul style="list-style-type: none"> ○ Knowledge of current housing and social issues at national, regional and local level and best practice within housing associations/local authorities; ○ Knowledge of legislative, financial and regulatory requirements; |
| Qualifications | <ul style="list-style-type: none"> ○ A relevant professional qualification/degree or equivalent experience in housing or a related field |

STRUCTURE CHART



PRINCIPAL TERMS AND CONDITIONS

(For information purposes only)

1. Position

Chief Executive.

2. Salary

c.£70,000.

3. Holiday Entitlement

You are entitled to 26 days' holiday each holiday year (plus an extra day for each year's service up to a maximum of five extra days). In addition you are entitled to take the usual public and bank holidays in England and Wales. You will be paid your normal remuneration during such holidays.

4. Working Hours

Innisfree operates a flexi-time policy. Staff are generally expected to work a 35 hour week, subject to the conditions in the flexi-time agreement. Owing to the seniority of this post, there is a requirement for flexibility in meeting the full responsibilities of the post

5. Pension Scheme

Innisfree is a member of the Social Housing Pensions Scheme (SHPS). If you join, your pension entitlement and obligations will be subject to the Rules of the SHPS in force from time to time and decisions taken by Innisfree's Board of Management.

KEY DATES

- Closing date for completed applications Friday 27 January 2012, 12 noon.
- First interviews Wednesday 8 February 2012.
- Meeting with departing Chief Executive and SMT Tuesday 21 February 2012
- Second interviews Friday 24 February 2012.

ADVERTISEMENT

Chief Executive

Salary c.£70,000, North London

At the heart of London's Irish community

Founded in 1985, Innisfree is a community based housing association which provides homes and supported housing in London predominantly for Irish people.

With the housing sector facing a number of risks and challenges, the people we support need our help much more than ever. Following the retirement of our long serving and successful post holder, we now seek a leader to guide us through these challenges to ensure that we continue to develop and play a valuable role in the community.

The successful candidate will have a demonstrable track record of achievement and will be an inspirational motivator, a social entrepreneur and an accomplished negotiator. Most importantly, they will need to identify wholeheartedly with our culture and ensure that our residents are at the heart of everything we do.

For an informal discussion please contact James Tickell on 020 8830 6777. You can download the job pack from www.campbelltickell.com/jobs, telephone 020 3434 0990, or email innisfree@campbelltickell.com.

Closing date: 27 January 2012
1st interviews: 8 February 2012
2nd interviews: 24 February 2012



Innisfree
Housing Association

