



Chair Recruitment Pack

March 2019

CONTENTS	
Welcome from the Vice Chair and CEO	2
About Arhag Housing Association	3- 4
The Board	5 - 7
The CEO	8
Role profile	9 - 10
Person specification	11
Principal terms and conditions	12
Key dates and the selection process	13
Making your application	14
More information about Arhag Housing Association	15
Advert	16

Welcome Letter

Thank you for your interest in Arhag.

Our present Chair steps down later this year after his term of office expires and six successful years chairing the board and driving many of the initiatives that define Arhag today.

2019 is going to be a very busy and exciting year for Arhag. We are completing the works to our new office which we will share with our Hub partners. The Hub will provide a range of services for Migrants and Refugees including employment skills and healthcare.

The launch of the Hub will be a defining moment for us as it is the centrepiece of our vision of becoming the 'Go To' organisation for Migrants & Refugees. Our maiden partnership bid to the Department of Digital, Culture, Media and Sport and was successful and we were awarded £1m to provide services to BME women and girls. The Real Change Collective (RRC) created to deliver the services has attracted media coverage. The hotline and drop-in centre offered advice to over 70 BME women in a three-month period and improved their combined income by £150,000.

Arhag played a key role in the first ever Migrants Access to Housing Conference, raising awareness around issues facing Migrants & Refugees within the housing sector, and demonstrating areas of best practice, an event that saw appearances from the Nation Housing Federation CEO David Orr and Chartered Institute of Housing CEO Terrie Alafat as well as national press coverage and creating discussion on Social Media.

Arhag has continued to deliver on its vision, and has been able to influence others in the sector, with a substantial increase in media coverage and winning of two prestigious national awards, which is just the beginning of our new and exciting journey.

All this is happening while at the same time Arhag continues to manage, develop and expand our BME social housing footprint in key London boroughs and beyond and strives for excellence in service delivery.

We are seeking an individual who shares our passion to lead Arhag from the Chair, who is excited and motivated by what we have already achieved and has the skills and ambition to drive our mission for the next stage of our journey.



Mark Gomar, Vice Chair



Cedric Boston, CEO

About Arhag

Our Vision and Mission

To ensure every migrant and refugee in London has a good home, is empowered to safeguard their individual rights, have their voice heard and make a full contribution to their community.

To provide the best housing services to our customers while developing the potential of migrants and refugees in London.

Our Values

To achieve our vision and mission, we have adopted five overarching values which underpin our business aims and objectives, these are:

- To create trust through listening and by acting transparently, with openness, honesty and integrity
- To treat everyone with fairness and respect. Equality, compassion and support for our residents, staff and stakeholders are at the heart of the way we work
- To be accountable and accept the responsibility for the decisions we make
- To have excellent customer care and understand the needs of our customers
- To maintain innovation and act creatively to meet the organisations' aspirations.

Our Journey

We have achieved much since our inception in 1979 as the African Refugee Housing Action Limited. We were set up to respond to an urgent need for housing and support amongst Britain's fast growing refugee and migrant communities. From the outset, refugees and migrants themselves have been active in shaping and developing the organisation.

By 1981 ARHAG was housing its first tenants in short-life properties before referring them on to permanent homes with local authorities and other housing associations. As partnerships with local authority partners evolved, Arhag began to build and manage its own homes. In the early years, the majority of refugees and migrants Arhag helped were from Africa, but as needs have changed, so have the communities we work with.

The number of properties we manage has grown in the 40 years since we were founded to nearly 1,000 including one supported housing scheme for refugees and migrants. We seek continuously to improve the quality of our services to residents and the communities in which we work. We provide important services to a highly diverse client group and strive to make quality homes available that residents can afford. Through our resident and community engagement initiatives, we work to achieve our Mission Statement.

Our commitment to providing the best services has been recognised and we have been awarded the following awards:



Our Performance

Our core business can be viewed broadly as those activities that drive our financial strength and those that drive our resident satisfaction. Performance across our core business is closely managed and the results reported monthly to the Senior Management Team and quarterly to the Board. The performance information given below is updated quarterly.

Core Performance - as at 31st December 2018

PERFORMANCE INDICATOR	TARGET	RESULTS
Rent Collection	100%+ of Rent Due for the Year	98.9%
Current Rent Arrears	Max. 2.0% of Gross Rent for the Year	2.3%
Average GN Void Turnaround Time	22 Days	14.5 Days
Responsive Repairs Completed on-Time	98% of Completed Repairs	83.2%
Satisfaction with Responsive Repairs Service	92% of Survey Responses (Responses: 40%+ of Jobs Done)	70%

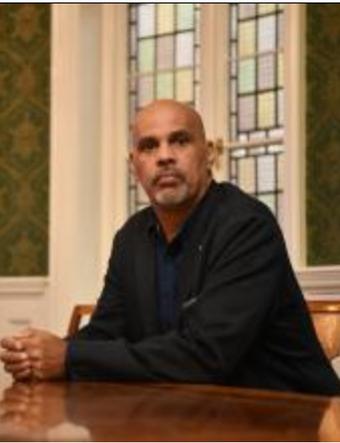
Our Governance

Our Board comprises 8 independent members, a vice chair and a chair.

There are two Committees of the Board which comprise the Audit & Risk Committee and the Development Committee.

The Arhag Board

	<p>Qadeer Kiani: Chair</p> <p>Qadeer became the chair of Arhag in September 2013. He has over 25 years experience having held senior management positions. Qadeer has an MA degree in Housing and was previously a Fellow Member of the Royal Institute of Chartered Surveyors.</p> <p>Qadeer also has non executive experience having served on two prominent housing associations as well being the founder member and former company Secretary of a Charity - "Vision Care for Homeless People".</p> <p>Qadeer has had great ambitions for Arhag seeing it develop excellent services for residents and provide innovative solutions to improve the quality of life for its residents. Qadeer has the vision to see Arhag grow and be seen as a expert organisation to turn to regarding the issues facing BME migrants and refugees. Qadeer sees the non-executive board members and the paid executives working closely as one team to deliver the objective of fulfilling the potential of migrants and refugees.</p>
	<p>Mark Gomar: Vice Chair</p> <p>Mark has extensive investment banking and debt capital markets experience with a twenty year international banking career. At WestLB, Mark made the switch to asset management and became responsible for various distressed debt and private equity portfolios and subsequently spent three years with Nikko Principal Investments as a principal in private equity. After the financial crisis Mark specialised in advising corporate and social housing borrowers on accessing the non-bank debt markets. In 2016 Mark was involved in settling up LINQ Group which is a long-term institutional investor in the UK residential sector. He has been a trustee of two London-based hospices, Trinity Hospice and Noah's Ark Children's Hospice.</p>
	<p>Rosmarie Clarke: Board Member</p> <p>Rosmarie is a Senior Human Resources Manager with an MA in Human Resources Management. She is a Member of the Chartered Institute of Personnel and Development and specialises in Learning and Organisational Development. She has over 30 years experience in the public sector, including social housing in local government and a number of small and large Housing Associations. Rosmarie has held Head of Learning and Organisational Development positions in 3 London boroughs, senior HR roles in a number of Housing Associations, central government departments and not for profit organisations.</p>

 A portrait of Barry Simons, a man with short dark hair, wearing a maroon sweater, sitting at a wooden table with his hands clasped. He is looking directly at the camera.	<p>Barry Simons: Board Member</p> <p>Barry is a qualified Surveyor and Town Planner with over 45 years' experience in the public and private sectors, working for local authorities, consultancy firms, social housing contractors and housing associations.</p> <p>Barry was Director of Housing in three London boroughs over a 19 year period, with a wide range of Housing and additional corporate responsibilities. He was also Acting Director of Environment for Islington and Chief Executive for Redbridge Homes.</p> <p>Barry has expertise in social housing management, regeneration, town planning, property management and housing finance. He ran his own consultancy from 2000 until 2013 whilst also serving as a Non-Executive Director of Pinnacle PSG.</p>
 A portrait of David Maitland, an older man with grey hair, wearing a dark sweater over a white collared shirt, sitting at a wooden table. He is looking towards the camera.	<p>David Maitland: Member of the Board and Audit & Risk Committee</p> <p>David is a Chartered Accountant with over 30 years experience working for a number of Registered Providers in London, the Midlands and the North. He is currently employed as "Head of Treasury & Business Planning" and has previously undertaken a number of roles at a senior level in finance, treasury and company secretarial.</p> <p>He is a founder Trustee, Chairman and Secretary of a small Trust involved in the rescue of Border Collies and has been a member of Lions Clubs International for over 30 years</p>
 A portrait of Wayne Farah, a man with a shaved head and a goatee, wearing a dark blue jacket, sitting at a wooden table with his hands clasped. He is looking towards the camera.	<p>Wayne Farah: Board Member</p> <p>Wayne has extensive experience in the public sector, having worked as a social worker, HR Professional and Senior Policy Officer within local government. He has over 25 years' experience as a community organiser, and has held some senior positions in a range of community organisations including Chair of An Viet Housing Association, Somali Relief Association, trustee of Trustee of Medicine Du Monde UK, Vision Care for Homeless People, and he is currently Chair of The Migrants Rights Network.</p> <p>Wayne was a non-executive Director within NHS Newham for ten years, holding various positions and responsibilities, including that of vice chair of Newham PCT, Chair of the Provider Board, and chair of the Performance Committee.)</p>

	<p>Boe Williams: Board Member and Chair of Audit & Risk Committee</p> <p>Boe has held several roles in corporate governance within the Housing sector. As Chair of a London ALMO she worked closely with the Local Authority and led the organisation through a period of immense organisational and operational change. She has held a governance role in a subsidiary board of a G15 RP and in an umbrella ALMO representing four separate TMOs.</p>
	<p>Bulbul Ali: Board Member</p> <p>Bulbul was appointed as a Board member on 28th September 2017. Bulbul has a BA in Housing Studies and and Msc in Real Estate & Development. He is a Chartered Member of the Chartered Institute of Housing and an Associate Member of the Royal Institute of Chartered Surveyors.</p> <p>Bulbul has worked for several G15 housing associations, including L&Q and Notting Hill, in a career spanning twenty years. He specialises in development and land acquisitions and is currently a Development Consultant providing interim services to housing associations.</p>
	<p>Abdul Basith: Board Member</p> <p>Abdul was appointed as a Board Member on 26th September 2014. Abdul is a Trading Standards Officer, having worked in Local Government for over ten years. He has been responsible for projects management, including the Approved Trader Scheme for the London Borough of Hackney.</p> <p>Abdul is an ARHAG resident and is a passionate advocate of community engagement and improving the standard of living for residents.</p>
	<p>Pat Davies: Member of the Board and Audit & Risk Committee</p> <p>Pat was appointed as a Board Member on 26th September 2014. She is a graduate in Management Sciences, and trained and qualified as a Chartered Accountant in London with Coopers & Lybrand (a major international accountancy practice now called PricewaterhouseCoopers). On qualification she transferred to the Harare office in the newly independent Zimbabwe.</p> <p>When Pat returned to England she moved from external audit to internal audit, working for BT as an audit manager and as Head of Internal Audit at Oxfam, the Department for Work & Pensions and Genesis Housing Association.</p>

The Chief Executive



Cedric Boston: Chief Executive

Cedric joined Arhag in 2016

Cedric has over 30 years experience of social housing, including 25 years at senior management level. He has worked in all housing sectors. Cedric Boston has a degree in law and politics from Keele University, and is a member of Grays Inn where he qualified as a barrister and was called to the bar in 1985.

Cedric moved into housing management in 1991.

- Assistant Director (Housing Needs) in Greenwich for 5 years.
- Head of Housing in Sandwell MBC in the West Midlands, where he managed 1,000 staff, a DLO and 45,000 properties. Cedric substantially improved key service performance, winning nine Chartermark quality awards in the process. Sandwell went on to become the first three stars ALMO a few years later.
- Operations Director at Richmond Housing Partnership in 2000, when it was newly set up to receive Richmond Council housing stock in a large scale stock transfer. Cedric played a huge role in putting RHP on the map, including winning six national awards for service performance between 2004 and 2006.
- Managing Director at Ujima. Cedric was appointed interim Chief Executive about six months later to work with the board to resolve the organisation's financial problems. Ultimately Ujima was successfully integrated into the London and Quadrant (L&Q) Group to avoid Ekaya from bankruptcy.
- Following a spell as an interim Assistant Director of Housing at Wandle Housing Association, Cedric became Director of Housing Services at Lambeth Living in 2009. The ALMO had 34,000 properties (one third of them leasehold), 250 staff in multi-disciplinary teams, and a budget of £50m. Cedric is credited with transforming business performance and customer services in Lambeth Living where, amongst other things, he saw voids and arrears performance rise to the top quartile, customer satisfaction increase by 13% and customer complaints fall by 80%.

Role Profile

The role of the Chair is to:

- To support the Vision and Mission of the organisation, protect its Values and work with the Board and Executive Team to develop strategy and create successful outcomes
- Ensure the efficient conduct of the Board's business and of the organisation's general meetings
- Ensure that all Board Members are given the opportunity to express their views and that appropriate standards of behaviour are maintained in accordance with a code of conduct approved by the Board
- Provide leadership and control of Board meetings, ensuring views are expressed, keeping order, adjudicating in points of dispute and summing up 'the sense of the meeting'
- Establish a constructive working relationship with other Board Members and Executives
- Provide support for the Chief Executive and ensure that the Board as a whole acts in partnership with the Executive Team
- Ensure that the Board delegates sufficient authority to its committees, the Chair, the Chief Executive and others to enable the Association's business to be carried out effectively, and also to ensure that the Board monitors the use of these delegated powers
- Take appropriate steps to ensure that the work of the Association is carried out in accordance with the principles, policies and strategies approved by the Board
- Ensure that new initiatives, changes of policy, serious problems and matters which involve significant risk or controversy are brought promptly to the attention of the Board
- Deal with other matters specifically delegated to the Chair by the Board;
- Act as the representative of the Board in relation to the affairs of the Association between Board Meetings
- Represent the Association publicly when appropriate;
- Ensure the Board receives professional advice when it is needed;
- Ensure that in consultation with the Chief Executive, the Board is involved appropriately in key appointments
- Ensure that the Association complies with the NHF Code of Governance
- Agree with the Chief Executive (and Secretary) the agenda for Board Meetings and subsequently to agree and sign the minutes on behalf of the Board.

In consultation with other Board Members to:

- Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other senior staff
- Ensure, when necessary, that the Chief Executive is replaced in a timely and orderly fashion

- Ensure that the Board makes proper and appropriate arrangements for its own appraisal and that of Board Members, including the Chair's, and for implementing a succession plan for Board membership
- Keep under review and appraise the operation and effectiveness of the Board and committee structure and, if necessary, bring to the Board proposals for change
- Ensure that satisfactory arrangements are made to identify and appoint the next Chair of the Board
- Work in consultation with the Chief Executive and delegated Board Members to recruit Board Members and Shareholders.

Person Specification

- | | |
|--------------------------|---|
| Knowledge and Experience | <ul style="list-style-type: none">• Substantial experience in the housing and / or refugee and migrant sectors in a senior leadership or governance role• Substantial experience of governance frameworks in regulated sectors• Experience in acting as a non-executive• Some experience of the following areas and proven substantial experience of some areas<ul style="list-style-type: none">○ Strategic management and planning○ Risk identification and risk management○ Treasury management and financial monitoring○ Customer / service user insight○ Change management / organisational development○ Performance management○ Business development |
| Skills and Abilities | <ul style="list-style-type: none">• Considerable experience and a high level of competency in the skills required to chair meetings effectively• Ability to build and lead a high performing team• Ability to create a culture of collective responsibility, encouraging debate and consensual decision making.• Possess excellent communication and decision making skills.• Well-organised, manages time well and able to assimilate and comment on complex information and reports• Ability to develop and maintain relationships with the Board, Executive and stakeholders |
| Style and Behaviours | <ul style="list-style-type: none">• Acts with integrity, actively promotes and support the values, ethos and aims of the Arhag Housing Association and the services it provides• Committed to the values of accountability, openness, and transparency• Demonstrates strong commitment to equality and diversity• An open, engaging and enthusing style• Personal and professional credibility that will command confidence at all levels across the Association and with our wide range of stakeholders• Embraces learning and development and promotes this with the Board, the executive and the organisation as a whole. |

Principal Terms and Conditions

Remuneration

The remuneration for the Chair is £5.000 per annum (currently under review).

Reasonable expenses are also paid.

Time commitment

The Board routinely meets four times per year. There is also a strategy away day and AGM each year.

The Board Chair will also need to work closely with the Chief Executive, attend training events and fulfil ambassadorial duties.

We estimate that the likely time commitment is around 20 days per year.

The maximum term of appointment is six years, with the requirement for re-election every three years.

Sufficient time should also be set aside to prepare for meetings, undertake learning and development and miscellaneous representative engagements.

Training and development

Arhag Housing Association is committed to ensuring that its Board members have access to training and development opportunities. There will be individual and collective training, as well as the opportunity to attend conferences.

Location

Board meetings continue to be held at our present address Unit B, Mary Branker House, 54-74 Holmes Road, Kentish Town, London, NW5 3AQ

However, we are moving to a new office this year. Our new address will be 80 – 92, Stratford High Street, London. E15 2SE.

Key Dates and the Selection Process

Closing date: Friday 19th April 2019 at 17:00

We will be in touch with candidates by Monday 13th May to advise on the outcome of their application.

First interviews: Week commencing 27th May 2019

Longlisted candidates will be invited to an interview with a Nominations panel comprising four Board members. This will take place at Arhag's office at Unit B, Mary Branker House, 54-74 Holmes Road, Kentish Town, London, NW5 3AQ.

Final interviews: Week commencing 3rd June 2019

The final stage of the process will be a panel interview. The panel will comprise of (insert names). This will take place at Arhag's office.

If you are unable to attend on any of the identified dates for interview, please do speak to (insert name) before making an application.

Making your Application

We would like to receive your application in the following format.

- (i) **CV** Please keep to a maximum of four sides of A4. When providing information about your past employment, clearly state your key achievements, explain any employment gaps and tell us why you decided to make key moves.
- (ii) **A supporting statement** outlining your motivation and interest in both the Chair role and Arhag Housing Association. This should explain how you meet the requirements of the Role Profile. Any examples you can provide are always helpful. Please keep to a maximum of three sides of A4.
- (iii) **Completed Equalities and Diversity Monitoring Form.**
The form is downloadable from our website.
- (iv) **Completed Declaration Form.**
The form is downloadable from our website.

Within your application please could you provide the names, relationship and addresses of two referees of which one must be your current or most recent employer. We will not approach referees until we have obtained your permission.

Whilst we do not require you to provide evidence of professional qualifications at the application stage, please note that if you are shortlisted, you may be asked to produce these at interview stage.

Please return your completed application to our Company Secretary at companysecretary@arhag.co.uk by **5pm** on Friday **19th April 2019**.

If, after having read through these papers, you wish to have an informal chat please contact our Vice Chair, Mark Gomar on 07798 641675 or our CEO, Cedric Boston on 020 7424 7370.

More Information about Arhag Housing Association

You can find out more about Arhag's important work and successes using the links below:

<https://www.arhag.co.uk/about-arhag/our-publications>

<https://www.24housing.co.uk/news/real-change-to-bme-income-through-advice-service/>

<https://www.voice-online.co.uk/article/hotline-black-and-minority-ethnic-bme-women-launched>

<https://www.24housing.co.uk/news/arhag-expands-rise-scheme-across-london/>

<https://www.eastlondonadvertiser.co.uk/news/tower-hamlets-woman-wins-universal-credit-battle-1-5880001>

<https://www.arhag.co.uk/news/welfare-benefits-and-income-maximisation-our-residents>

<https://www.24housing.co.uk/news/bme-landlord-close-to-launch-of-migrant-hub/>

<https://www.theguardian.com/housing-network/2017/jun/20/migrants-wrongly-homeless-housing-associations-charter>

Advert

Chair of Arhag Housing Association

Salary £5,000 (under review)

With nearly 1,000 properties, Arhag is one of the UK's biggest BME housing associations. We currently own and manage 943 homes in inner and outer London. Arhag is recognised as an ambitious and high performing housing association, delivering good quality services to our residents and actively growing the business.

Arhag is a housing association that is committed to helping marginalised groups in society and in particular Migrants and refugees. What is unique about us is that we have departed from the traditional HA model, and put the provision of non-housing services alongside our mainstream business. This means we embrace equally both the mission to provide the best housing service to our tenants and work to develop the potential of migrants and refugees in London.

Arhag has started a 10-year transformation to become a key service provider, thought leader, and enabler for the diverse communities across the capital. Key to our success is being able to forge and fund partnerships with related specialist providers to offer a service from arrival to full integration, and helping migrants navigate issues like housing, finding jobs and setting up businesses.

We have a highly skilled and experienced Board, who meet quarterly. As Chair of the Board you will require dedication and energy; superb interpersonal skills; and a real understanding of what make for good governance and judicious management of risk.

We are looking for a Chair who shares our vision and is committed to our objectives. If you can demonstrate your skills in collaborative leadership, governance and openness to innovation, we would like to hear from you. We expect a significant time commitment from our Chair – but that means you will be fully involved in the life of our unique organisation.

For more information, please visit our website: www.arhag.co.uk

To apply please send your CV, covering letter and the monitoring and declaration forms to our Company Secretary at companysecretary@arhag.co.uk or by post to Arhag Housing Association, Unit B, Brancker House, 54-74 Holmes Road, London NW5 3AQ.

For an informal discussion, please contact our Vice Chair Mark Gomar on 07798 641675 or CEO Cedric Boston on 020 7424 7370.

We look forward to hearing from you.

Closing date: Friday 19th April 2019

Interviews: 1st stage interviews will be held during week commencing 27th May 2019

2nd stage interviews will be held during week commencing 3rd June 2019