



Providing great homes  
Supporting communities to thrive

# Chief Executive Recruitment Pack, February 2021

# Letter from the Chair

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Dear Applicant,

Thank you for your interest in the opportunity of becoming Gateway Housing Association's new Chief Executive.

We are an ambitious, resident focused organisation; having delivered 500 new homes in the last 5-years, we plan to build another 390 in the next 3-years. We're at the start of year two of an exciting three-year corporate strategy 'Unlocking Performance 2020-23'. We have our own Direct Labour Organisation through which we deliver repairs, our far-reaching culture plan has resulted in 90% staff satisfaction over the past year and we know we can improve all our services to be best in class.

Thanks to the legacy of our current CEO, Kate Dodsworth, Gateway is at an exciting phase of our evolution. With a strong and stable financial base as well as high-quality services, we are looking for a CEO who can help us to continue on our journey to achieve customer excellence. We want to continue to maintain the strong bonds and relationships with our customers, residents, partners (such as the London Borough of Tower Hamlets) and other stakeholders.

We are looking for senior housing professionals with a strong track record of collaborative leadership and who will embrace our strong one team culture. The ability to dive into the detail when required whilst maintaining a strategic vision is important. Experience of leading service improvement is essential as is the ability to work effectively with boards and senior teams.

Expertise in stakeholder relationship management is a pre-requisite as developing and maintaining strong working relationships with local authority officers and elected members is essential in this role. Last but not least, we need someone with energy and passion to embrace the culture of East London and to keep Gateway at the forefront of supporting equality and diversity.

If you would like a confidential conversation about the opportunity to be Gateway's new CEO, please contact our retained recruitment advisor at Gatenby Sanderson (contact details are further on in this pack). The closing date is Sunday 14<sup>th</sup> March, I look forward to receiving your application.

Kind regards,

**Madeleine Forster**  
Chair



Our purpose

“To provide great homes for people in East London and to support communities to thrive.”

## About us

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Gateway Housing has been supporting communities to thrive since 1926.

Gateway Housing Association is an ambitious community focused housing association with 3,000 homes in the heart of London's East End.

Most of our homes are in the London Borough of Tower Hamlets but we have some homes in Hackney and Newham, and significantly more in our pipeline. Gateway's housing stock is made up of social rented, shared ownership and sheltered housing.

Developing new homes is also a priority for us, we have completed 500 homes over the past 5 years and our exciting development programme will deliver 390 new homes in the next three years.

Our residents benefit from our own in-house maintenance service, Gateway Homeworks. Residents are at the heart of all we do, and our new resident engagement programme will lead the way in resident involvement. We are keen to move away from traditional methods of engagement to ensure real time involvement and meaningful contributions that make a difference to the customer experience.

Gateways's focus is on 'supporting communities to thrive'. That's why we invest so much in community projects for our resident groups and young people each year, making us much more than just a landlord. Our STEP (Support to Employment Programme) is in its seventh year, with 350 local people gaining access to employability support. Our commitment to helping residents with welfare support and gaining sustainable employment has been recognised nationally and we were shortlisted in 2018 for the 24Housing Welfare Wise Awards.

In 2008 LB Tower Hamlets transferred its sheltered housing to us, making us the biggest provider of sheltered housing in Tower Hamlets. We are nearing the completion of the regeneration of all our sheltered housing to create modern, appropriate homes for older residents, and we were the first registered provider of [older persons' shared ownership in the borough](#).



## About us

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We're committed to provide great homes for people in East London and to support communities to thrive.

Our vision is that:

- Residents, stakeholders, and colleagues will trust us. We'll be known for the quality of our homes and services.
- The performance of our business and reputation as a great place to work will support us to deliver our strategy.
- People will want to live in a Gateway home
- People will want to work at Gateway

There's no doubt our services are needed now more than ever. We operate in London where there's intense housing need. We want to build trust amongst those who live in our homes and by other groups who also have a stake in our communities.

As a landlord we want people to enjoy quality homes. None of this will be possible without driving high performance across the business. Our [Unlocking Performance 2020-23](#) strategy will deliver this.

# Our Values



As a community housing association based in the East End for nearly 100 years, we're **proud** of the work we do to address the housing crisis through building and managing great homes. We're also proud of the work we do to support people in the local community. We understand our geography. We understand our communities. We're proud of our contribution to East End life. This pride translates to a clear sense of purpose and a motivation to do a great job.

We're **ambitious** to do more. We're hungry to build more homes; deliver better services and be a great employer. Striving to be the best at what we do and evidencing our journey is a strong motivator. We want our colleagues to be personally ambitious too. We'll actively support talent and lead the sector in our approach to creating the stars of tomorrow.

As a community landlord, we should offer better customer service than well regarded private sector companies. It should be easier for us to achieve. We know our locality. We run our own in-house repairs service and our colleagues are mostly within earshot. Our teams will be **customer focused** with residents, stakeholders and each other.

None of what we want to achieve will be possible without **enthusiastic** people. We're lucky enough to work in jobs where we can make a difference to people's lives – whether it's fixing the boiler; handing over the keys; supporting young people into employment or building a new home. As a social landlord this doesn't mean being paternalistic and patronising - instead we're great to do business with. As colleagues this means being positive; proactive and looking out for each other.

Our values add up to **PACE**. We've purposely set a three year plan to inject pace into our actions and ambition. Gateway has renewed its focus on service performance in the last two years with some measurable progress. We've also made changes to build a culture which puts empowering residents and supporting the community first. Now is the right time to step up the pace of our performance; set stretching goals and deliver a service to be proud of.

# Equality and Diversity

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## Gateway's vision is to support local communities to thrive.

We want people to come to Gateway because we have a reputation for having the best homes, the best services and the most inspiring impact on communities, as well as being a great place to work.

At Gateway, we value people and respect their differences.

We thrive on an inclusive culture, where individuals, teams and the organisation as a whole are strengthened by this diversity.

People from different backgrounds, experiences and with different points of view, bring a richness of knowledge helping us provide a better service to our customers.

We recognise that we work in diverse communities and that some groups are more likely to experience disadvantage and discrimination because of a protected characteristic.

We are committed to knowing who our customers are and what their needs are in order to provide appropriate, accessible services.

We carry out equality assessments on all our policies to ensure that we provide accessible services for all our customers and our staff and ensure our policies do not disadvantage any group.

Recognising that 'one size does not fit all', we provide a range of opportunities for residents to get involved and to contribute their views.

### **Mayor of London Good Work Standard Employer**

Successfully achieved Mayor's Good Work Standard accredited at excellence level.

### **UK Housing Awards 2020**

Winners of the Inclusivity and Diversity Pioneer Award.

# Equality and Diversity

## We are a Disability Confident (Committed) Employer and we are committed to:

- Employing and retaining disabled people and those with long-term health conditions
- Increasing our understanding of the breadth of health conditions and disabilities, the value they add to our business, and the benefits of employing and/or retaining these people
- Ensuring people with disabilities or health conditions have opportunities to fulfil their potential and realise their aspirations.

## Staff Network

- We've developed a staff network, Gateway Together, which raises awareness and support for our diverse workforce.

## We're a member of Future of London and are committed to the Diversity Pledge.

This means, we:

- Hold public-facing events which include under-represented demographic groups (by gender, ethnicity, ability, age, etc.) as speakers
- Put forward speakers from under-represented groups to represent our organisation, including at senior levels and across disciplines
- Avoid participating in sessions which feature only one demographic group

## We're also a Leadership 2025 Champion.

Leadership 2025 Champions are those organisations which have signed up to implement a five point plan which demonstrates commitment to creating a more ethnically diverse leadership across the housing sector.





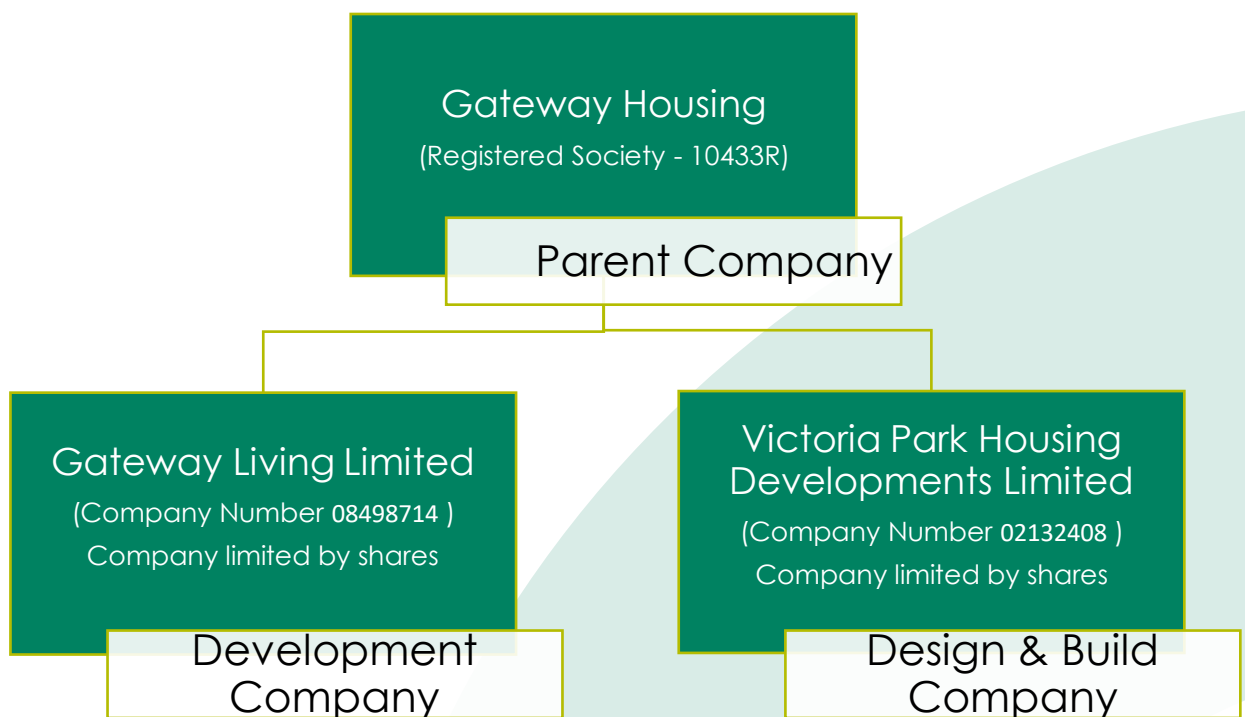
# Organisation Structure

Gateway Housing Association is a Registered Provider and as such its principal activities are the provision of accommodation form people who are in housing need and the provision for low cost home accommodation for sale under shared ownership arrangements

Gateway Living Limited was formed on 22<sup>nd</sup> April 2013 and is a whole owned subsidiary of Gateway Housing Association and has been set up to carry out outright sales.

Victoria Park Housing Developments Limited is a whole owned subsidiary of Gateway Housing Association Limited and has been set up as a design & build company.

The diagram below sets this structure out:



# The Board

Gateway has a strong board. Members bring many years' relevant experience and are committed to meaningful resident involvement.

**Madeleine Forster**



Madeleine joined the Board in 2011 and became Chair in 2017, she is also a member of the Governance and Personnel Committee. She has worked in the housing sector the whole of her career.

**Helen Cope**



Helen has worked in housing since 1976. She was Chief Executive of the East Thames Group, a former chair of the National Housing Federation and Yarlington Housing Group. She has written extensively on housing and public policy.

**Shyam Moorjani**



Shyam has held senior finance and operational positions across a variety of industries and most recently was UK CFO at Allen & Overy. He joined the Board in 2020.

**Sultana Begum**



Sultana was a member of the Resident Scrutiny Panel prior to joining the Board in January 2017 and became a member of the Risk and Audit Committee in 2018. Sultana is a primary school teacher and has been involved with Gateway since 2014.

**Kirsty McHugh**



Kirsty joined the Board in October 2017. She is the Chief Executive of The Mayor's Fund for London. She brings expertise in employment, education, regeneration, housing and welfare reform, disability and social sector issues.

**Trevor West**



Trevor joined the Board in 2016 and is the Chair of the Governance and Personnel Committee. Trevor has over 30 years' experience of working in the not for profit and housing sectors, holding senior positions within care and support providers.

**Nigel Wiles**



Nigel is a Chartered Building Surveyor and has worked in housing since 1984. Specialising in asset management and building safety, with a passion for delivering great maintenance services for residents. Nigel was Director of Asset Management and Maintenance Strategy at L&Q.

**Mark Miles Lea**



Mark joined the Board in 2018 and acts as the Chair of Gateway Living Limited and Victoria Park Housing Association Limited. He has worked in housing for over 25 years, specialising in development. Most recently he was Executive Director for Development & Sales at Optivo.

**Bala Mahendran**



Bala has worked in Local Government since 1986. He was Chief Executive of Basildon Borough Council and former Chair of the Essex Chief Executive Association. His interests lie in housing, regeneration, and sustainable & inclusive growth.

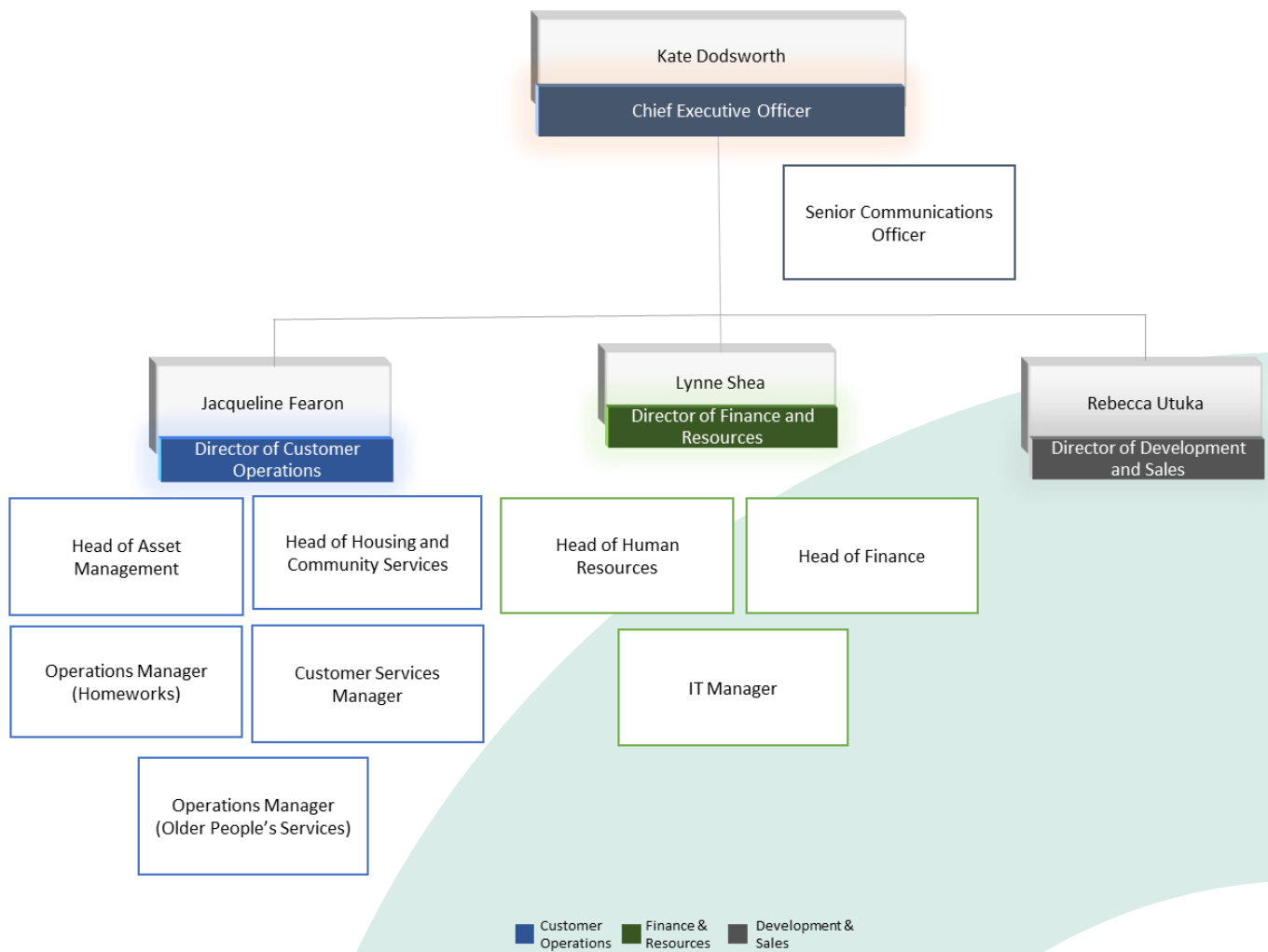
**Frances Austin**



Frances won the Tower Hamlets STAR award for Community Resident Engagement. She is an active member of the Repairs & Maintenance Leaseholder panel and has over 20 years experience in delivering community nutrition intervention programmes.

# Organisation Structure

The diagram below sets out the structure of the organisation:



# Executive Management Team



## **Jackie Fearon, Director of Customer Operations**

Jackie Fearon joined Gateway in January 2019 having started her career in welfare, race and housing over 25 years ago. She has extensive experience in housing and asset management, community development, resident involvement and regeneration. She has worked across the private, voluntary and local authority sectors and led teams at senior and executive level, developing high performing teams to deliver improved services to residents.



## **Lynne Shea, Director of Finance and Resources**

Lynne Shea joined Gateway's Executive Management Team in January 2017 as Director of Finance and Resources. Lynne is a qualified accountant with over 30 years experience. She has held executive positions in the private and housing association sectors for over 26 years.



## **Becky Utuka, Director of Development, Sales and Marketing**

Becky Utuka joined Gateway in January 2017 as the Head of Development and was promoted to Acting Director of Development in August 2018. She was named Director of Development and Sales in January 2019. Becky started her career as a Graduate Project Officer 12 years ago. She has extensive experience in development and project management, having worked within the Development teams of a number of Housing Associations including Swan Housing Association, Network Homes and Peabody. Becky has an MSC in Real Estate Development and Investment and a PGDip in Surveying.

# Chief Executive, Job Description

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<b>Job Title:</b>	Chief Executive
<b>Responsible to:</b>	The Board and the Chair
<b>Responsible for:</b>	Executive Team Senior Communications officer

## Job Purpose

- To lead the organisation, delivering the strategic plan through a single culture, vision and values, a focus on business growth, and excellence in customer service.
- Work with the Board to provide vision, visible leadership and direction to Gateway, ensuring that all activities are under-pinned by our values and with customers at the heart of everything we do.

## Key objectives

- Advise the Chair and members of the Board in the development and regular review of an ambitious strategic agenda for Gateway
- Develop and manage relationships with key stakeholders and partners to positively promote the Association and to manage reputational risk
- Through positive and supportive relationships drive the successful delivery of agreed strategy together with sustained excellence in performance across the business
- Work collegiately with the Executive Management Team to deliver new business growth
- Oversee the corporate planning framework, ensuring continuous improvement and delivering of strategic goals
- Work inclusively with the Chair and members of the Board ensuring effective governance, policies and stakeholder accountability
- As an ambassador for Gateway, proactively promote and represent the organisation with existing and prospective customers, stakeholders and partners
- Ensure the needs of current and future customers are at the heart of Gateway, driving innovation in design and delivery of high-quality and contemporary services that are valued by customers and communities, and that our staff are proud of
- Provide inspirational leadership, developing a culture that makes Gateway a great place to work, reflecting our vision and values
- To maintain financial viability and control and ensure Gateway operates in the most efficient and effective way maximising value for money in all of its activities
- Ensure that appropriate risk management is embedded throughout the organisation
- Develop and maintain a high-level understanding of legislation, regulation, politics, socioeconomic and other factors affecting Gateway, advising the Board on their implications



# Chief Executive, Person Specification

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## Qualifications, Experience and Knowledge

- Degree (or equivalent through relevant training/experience) and evidence of continuing professional development
- Substantial senior management experience gained in customer facing and growing organisations
- Experience of identifying, analysing and progressing strategic opportunities to facilitate business growth
- Strong track record of collaborative leadership and evidence of successfully leading organisational change with employee, customer and stakeholder engagement, involvement and collaboration
- Experience of financial and budget management and appreciation of the risks associated with property assets and investment
- Experience of successful working with boards and senior teams
- Experience of working within a regulated sector together with sound knowledge of corporate governance
- Strong track record of building and managing effective relationships with partners and stakeholders, preferably including local authority officers and elected members
- Comprehensive knowledge and understanding of the affordable housing sector

## Skills and Personal Qualities

- A challenging, supportive and inspirational leadership style that promotes a collaborative, people first culture
- High level of business acumen and strategic understanding with the ability to prioritise and plan effectively
- Ability to lead excellence in performance, customer service and quality
- Problem solving skills based on an analytical approach
- A confident decision maker with appropriate challenge
- Ability to influence and communicate effectively with current and potential staff, customers, stakeholders
- Ensures inclusion and diversity are embedded in all aspects of the business
- Creative and energetic, valuing and promoting honesty and integrity
- Encourages curiosity, welcomes innovation and responds positively to challenge
- Demonstrates adaptability and resilience
- Displays personal motivation and commitment at the same time as empowering, enabling and motivating others

# Advert

**Gateway Housing Association in an ambitious housing association with 3,000 homes in the heart of London's East End. Operating mostly in the London Borough of Tower Hamlets, we have been supporting communities to thrive since 1926.**

Our vision is for our residents, stakeholders, and colleagues to know us for the quality of our homes and services. We want people to want to live in a Gateway home and are committed to provide great homes for people in East London.

Following the excellent leadership of our current Chief Executive, Kate Dodsworth, we are firmly looking to the future, guided by our Unlocking Potential Strategy. We are not only looking for our new Chief Executive to continue to lead us on our current path, but to forge the next phase for Gateway.

With a strong and stable financial base, our new Chief Executive will continue to drive tangible improvements in our services to deliver excellence in customer service, ensuring our residents voice is at the heart of all strategies, policies, and decisions. You will deliver our growth ambitions of building a further 390 homes, and you will not wait for legislation to do the right thing, embedding a compliance 'plus' mindset and culture across all our operations. Working collaboratively with the Board, all staff, and many external stakeholders, you will lead our organisation to deliver our plans through a single culture and vision.

We are looking for a special kind of leader to take us into our future. You will have extensive knowledge and experience of the affordable housing sector and have a customer first approach to everything that you do. You will know how to forge meaningful and lasting relationships with stakeholders and understand the working collaboratively will always achieve more. You will have experience of leading a business and a mindset that embraces innovation and change, and the ambition to do things better.

We are Leadership 2025 Diversity Champions. The Board and Executive Management Team has committed to an aspirational target of 50% recruitment of women and/or BAME candidates.

If you would like further information about this appointment, please speak to our advising consultants at GatenbySanderson: Frazer Thouard (07384 810 743), Rosie Gunn (07964 841 007) or Sarah Cripps (0113 416 6773).

Gateway Housing Association is an equal opportunities employer and welcomes applications from all sections of the community.

# Terms & Conditions

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**Salary:** Attractive package on offer

**Pension:** Defined contribution scheme. Standard option is 2% employee and 6% employer. This can be increased to 6% employee and 10% employer

**Health insurance:** Health cash plan

**Annual leave:** 30 days per annum

**Office location:** 409-413 Mile End Road, London E3 4PB

# Timeline

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**Closing date:** Midnight Sunday 14 March 2021

**Longlist meeting:** Week commencing 15 March 2021

**Preliminary interviews with GatenbySanderson:** Week commencing 22 March 2021

**Shortlist meeting:** Week commencing 29 March 2021

**Stakeholder meetings:** Week commencing 5 April 2021

**Final interviews:** Week commencing 5 April 2021

Please note that at interview stage you will be required to provide proof of identity. You may also be required to provide these documents should you be appointed.

*Within your application could you please make us aware of any anticipated issues with the interview dates above.*

# How to apply

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**Please apply for the role via the GatenbySanderson website, following the instructions.**

To apply for the role, you will need to submit:

- A CV setting out your career history, with responsibilities and achievements
- A personal statement demonstrating how you meet the skills & requirements for the role, ideally in no more than two pages
- Details of two referees whom we would be able to contact at shortlist stage with your consent

Please also ensure you have completed and submitted the equal opportunities monitoring form provided. The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

**Closing date for applications: midnight, Sunday 14 March 2021**

**The How to Apply section of the website provides clear instructions, although should you have any queries in relation to the application process, or you experience difficulties uploading your application, please do not hesitate to telephone the GatenbySanderson team on 020 7426 3960.**

If you have any queries regarding any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, then please contact Frazer Thouard (07384 810 743); Rosie Gunn (07964 841 007; or Sarah Cripps (0113 416 6773) who will be pleased to take your call.

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.