



Chief Executive Recruitment Pack

October 2025

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YOUR APPLICATION

Thank you very much for your interest in this Chief Executive post at Arhag Housing Association. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how that aligns to what Arhag Housing Association is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/ most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page:

www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call **020 3434 0990**.

The role closes at 9am **on Tuesday 4th November 2025**. Please ensure we receive your application in good time.

Do contact one of us if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Isabella Ajilore

Search Consultant, Campbell Tickell
07572 166 417
Isabella.Ajilore@campbelltickell.com

Jim Green

Head of Executive Search and Selection,
Campbell Tickell
Jim.Green@campbelltickell.com



WELCOME TO ARHAG

Dear Candidate,

Thank you for taking the time to find out about Arhag and this exciting role leading our organisation.

Arhag is great place to work with a simple vision: 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.

Our mission is to provide the best housing services to our customers while developing the potential of migrants and refugees in London. A straightforward enough mission, but we live and work in turbulent times. The situation for migrants and refugees in London is challenging and this is on top of the cost of living and the housing crisis.

If you are familiar with social housing - and we expect our new Chief Executive will come from the sector - then you should know this is a sector like no other. I have devoted my whole career to the housing and charity sectors and chairing the board of Arhag gives me a sense of purpose and the satisfaction that we can make a genuine difference to people's lives. I see time and time again how having access to a decent affordable home is the vital foundation for a fulfilling life, and involving our residents in achieving this is central to our mission.

It's an exciting time to be joining us – our Corporate Strategy sets our customers at the heart of our organisation, and you will have a vital role to play in shaping and delivering on our objectives. We have challenges ahead, like all social housing providers, but we are in good shape and ready for the next stage in our growth and development, and you will have a key role in developing and delivering our plans for the future.

You will find a strong team of colleagues here at Arhag, and in all my interactions with the team I see examples of their breadth of knowledge and dedication. Our values were developed by our teams, and we live them every day: trust, respect, accountability, customer care and innovation.

The role of Chief Executive works closely with our expert board. We have a great mix of skills and experience around the Board table to deliver our mission and vision and ensure that the organisation is fit for purpose and the future, and my Board colleagues and I are excited to work with a new Chief Executive who brings energy and ideas as we look to the next stage of Arhag's evolution.

If you are passionate about social housing and the pivotal role it can play in supporting migrants and refugees and this sounds like the right challenge for you then I look forward to meeting you, and please do speak with Campbell Tickell, who are supporting us with this recruitment, to learn more.

Reena Purchase

Reena Purchase
Chair of the Board





WELCOME TO ARHAG

ARHAG - African Refugee Housing Action Group - was founded in 1979 as a campaigning organisation for the better treatment of migrants and refugees. The aim was to provide a stable, decent and affordable home which would act as the platform for residents to improve their lives, support their families and make a positive contribution to their communities. That aim has continued since our founding, but today we support all migrants and refugees regardless of their origin.

We became Arhag Housing Association Limited (Arhag), a not-for-profit housing association, formally registered with the Housing Corporation in 1989. We are a business with social objectives, which means we invest every penny we make and more in providing good quality homes and services.

We have grown from humble beginnings and now own and manage over 900 homes across 15 boroughs, 14 in London including a hostel in Stratford for people who need support and guidance to build a future in one of our communities. The majority of our housing is classed as general needs, and our supported housing portfolio of just under 50 units.

Our principal activity is still to manage, maintain, build, and grow our social housing accommodation stock for both renting and homeownership, but in November 2016 we decided that, whilst a stable and decent home was a good platform, the other needs of migrants and refugees were not being met.

One such unmet need was health where we noticed that for various reasons many migrants and refugees (M&R), particularly those who are undocumented, become isolated from the health service and often do not receive the service they need. To help address this need and other inequalities, we decided to operate as a "go to" organisation and work in collaboration with partner agencies which provide a range of non-housing services as well as training and support for women suffering gender-based violence.

As part of our commitment to this agenda, in early July 2019 we moved into The People's Place in Stratford, which acts as both our head office, but also contains our M&R Hub, which is where we are joined by our M&R partner agencies. These include Doctors of the World, RAMFEL (Refugee and Migrant Forum of Essex and London), and MigrantWork CIC.



Vision, mission, and values

Our social purpose is enshrined in our vision, defines our mission and informs our values.

Vision: 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.

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

Values: To further our vision and mission, we have adopted five company values that underpin our aims and objectives:

- **Trust** - we work hard to earn and keep the trust of those we serve.
- **Respect** - we strive to ensure that everyone feels respected through our actions and the way we communicate.

- **Accountability** - we recognise that no one is perfect and when mistakes are made, we put our hands up, own the issue and learn from what happened.
- **Customer care** - we aim to treat everyone like we would like to be treated. We want our residents to feel engaged with us and their needs understood.
- **Innovation** - we look for ways to make things better and are open to doing things differently through a range of methods including our use of technology.

Other key information

- Profiles of our Board members and Executive Team can be found **here**.
- Our Corporate Strategy 2023-26 **here**.
- Our latest Report and Financial Statements (2023-24) **here**.
- Our Residents' Annual Review Autumn 2024 **here**.

ROLE PROFILE

Responsible to: The Board of Arhag Housing Association (Arhag HA)

Responsible for: The Executive Management Team

Objectives of the post

The Chief Executive is responsible to the Board of Arhag HA for the overall direction, leadership and performance of the organisation. In particular the Chief Executive will ensure that:

- Arhag HA's homes and services to residents meet the highest standards consistent with regulatory requirements for registered providers
- An inclusive organisational culture of excellence, continuous improvement, resident engagement and value for money is delivered
- The Board has at its disposal sufficient resources, information, data and professional advice to set the strategic direction of the organisation and meet its responsibilities as a registered provider
- To provide leadership to the Executive Team so that they can develop and implement co-ordinated plans to achieve the organisation's strategic objectives
- To promote the organisation to a wide range of partners and stakeholders
- To maintain and further develop our role in supporting migrants and refugees

Key tasks

Board and governance

1. Ensure that the board and its committees are effectively serviced and provided with strategic analysis, plans, policy proposals, financial, performance and other information as required to monitor and control all organisational activities
2. Assist with the recruitment and induction of new board members
3. Promote Arhag HA and together with others lead the development of policies and strategies to positively effect our residents, migrants and refugees
4. Maintain effective working relationships between staff and the Board and be fully informed of all matters relevant to the management of Arhag HA
5. Ensure that the Board is properly advised on all legal and compliance matters
6. Ensure that Arhag HA complies with its rules, statutory and legal requirements
7. Support and advise the Board to follow best practice in governance, including compliance with the Governance code
8. Support the Chair to keep governance arrangements under review and ensure that issues arising are identified and addressed
9. Act as Company Secretary, ensuring that any delegated tasks are properly managed



Strategy, planning, performance and control:

10. Ensure that there are robust strategies and policies in place to deliver an inclusive, forward thinking and resident focused culture, striving for excellence
11. Develop for the approval of the Board a comprehensive strategy consistent with the goals and objectives set by the Board
12. Include within the strategic plan targets for improvement and growth of services that are consistent with Arhag HA's risk appetite
13. Ensure an effective framework for strategy implementation and review of performance against objectives
14. Ensure that there is an effective business planning system providing appropriate financial, staffing and other resources to deliver high quality, cost effective and resident focused services
15. Take responsibility for the organisation's approach to risk management and controls, reporting these routinely to the Board and working with the Board to develop the risk management framework further
16. Advise the Board and appropriate committees of operational performance, especially but not limited to its key performance indicators
17. Inform the Board of any operational and/or financial underperformance, advising on corrective measures or action taken under delegated authority
18. Ensure that there are effective financial controls, information and data management systems in place
19. Ensure that all funds are spent properly, recorded appropriately and that costs are controlled
20. Ensure that there is an effective risk and asset management framework, enabling risks to be assessed and assets to be protected
21. Maintain and review the overall framework of standards, policies, procedures and specifications covering all areas of Arhag HA's work, ensuring that these are consistent with the organisation's requirements and meet statutory and regulatory requirements
22. Ensure that we comply with changing legislation
23. Ensure that we comply with regulations in relation to building compliance
24. Ensure that there are appropriate mechanisms for resident engagement and stakeholder accountability
25. Develop partnerships to positively address the social and economic issues faced by Arhag HA's residents, migrants and refugees

Organisational culture

26. Develop and create an inclusive culture so that Arhag HA is a great place to work
27. Maintain an effective staff structure. Ensuring that appropriate recruitment and retention measures are in place to support the motivation, learning, development and appraisal of staff
28. Effect and maintain an organisational support and supervision structure to be carried out by line managers
29. Periodically review the salary and terms and conditions for staff and make appropriate recommendations for the board
30. Ensure that the organisation collects and maintains accurate and full financial, residents and staffing records and data that complies with all relevant legislation

Executive Management Team

31. Set high personal standards so that all staff are motivated to achieve their very best
32. Lead and manage the Executive Team so that it operates effectively in the development and implementation of co-ordinated strategies, policies and plans.
33. Ensure that the Executive Team provides clear leadership and management of the staff team

- 34. Ensure that the Executive Team carry out their responsibilities and work together productively so that services are delivered effectively and co-ordinated to achieve value for money
- 35. Ensure that all staff achieve good working relationships with each other and across the organisation
- 36. Ensure that Arhag HA complies with its legal obligations to all staff as an ethical employer

Promotion and funding

- 37. Develop for Board approval and then implement an effective communications strategy with all stakeholders
- 38. Through the strategy ensure that Arhag HA is positioned as an organisation committed to excellent services, continuous improvement, engagement and support for migrants and refugee communities
- 39. Maintain and develop external networks and partnerships with housing associations, local authorities, funders, regulators and other organisations that are crucial to Arhag HA

Conduct and other responsibilities

- 40. Demonstrate the highest personal standards of integrity and conduct
- 41. Uphold and take responsibility for the Code of Conduct, Equality, Diversity and Inclusion policy, Health and Safety policy and other policies and procedures
- 42. By personal example, support all staff to be professional, inclusive and polite in all their dealings with residents and other stakeholders
- 43. Periodically the Board will require the Chief Executive to undertake other responsibilities consistent with those set out in the role profile
- 29. Periodically review the salary and terms and conditions for staff and make appropriate recommendations for the board
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PERSON SPECIFICATION

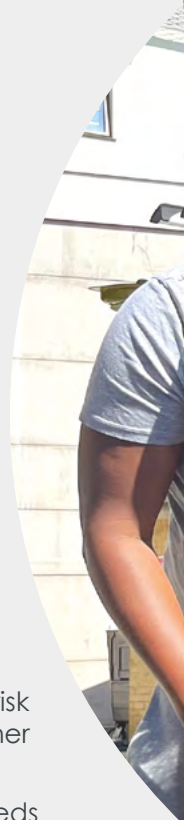
Qualifications, knowledge and experience

- a) Significant experience of working at senior executive level in social housing or a closely related and regulated sector
- b) A demonstrable track record of delivering services for local communities, continuous improvement, successful partnerships and business management
- c) Experience of working closely, supporting and engaging with tenants
- d) Experience of working with a management board at senior level with a demonstrable track record of providing sound advice on strategic issues to achieve organisational objectives
- e) Experience of successfully leading and managing individuals in strong and diverse teams
- f) A demonstrable track record of achieving high levels of resident and staff satisfaction and value for money
- g) Experience of communicating with a wide range of people at different levels such as tenants, staff, board members, regulators, local and central government officers, MP's, ward councillors, funders, local and national organisations
- h) Experience of strategic and business planning, managing budgets and using financial information to help make strategic decisions
- i) Sound knowledge and understanding of the key financial, regulatory and legal requirements relating to social landlords

- j) Experience of probity, governance and risk management in the social housing or other regulated environment
- k) Knowledge and understanding of the needs of migrants, refugees and local communities in London and the south-east
- l) Demonstrable track record of championing equality, diversity and inclusion

Skills, abilities and personal attributes

- m) To be able to bring energy, inspiration and passion to the provision of strategic and operational leadership
- n) Demonstrable ability to be able to bring about the best in colleagues to achieve organisational excellence
- o) A collegiate, open and approachable style
- p) Highly developed oral and written communication skills with a wide range of stakeholders
- q) Excellent networking skills with the demonstrable ability to identify and maximise partnerships
- r) Financial and IT skills sufficient to understand and interpret complex financial models
- s) Ability to develop and deliver strategic plans, deliver business plans, assess performance and measure risk
- t) A high level of personal integrity
- u) Commercially and politically astute
- v) Strong negotiating and influencing skills
- w) Forward thinking and innovative
- x) Ability to manage change





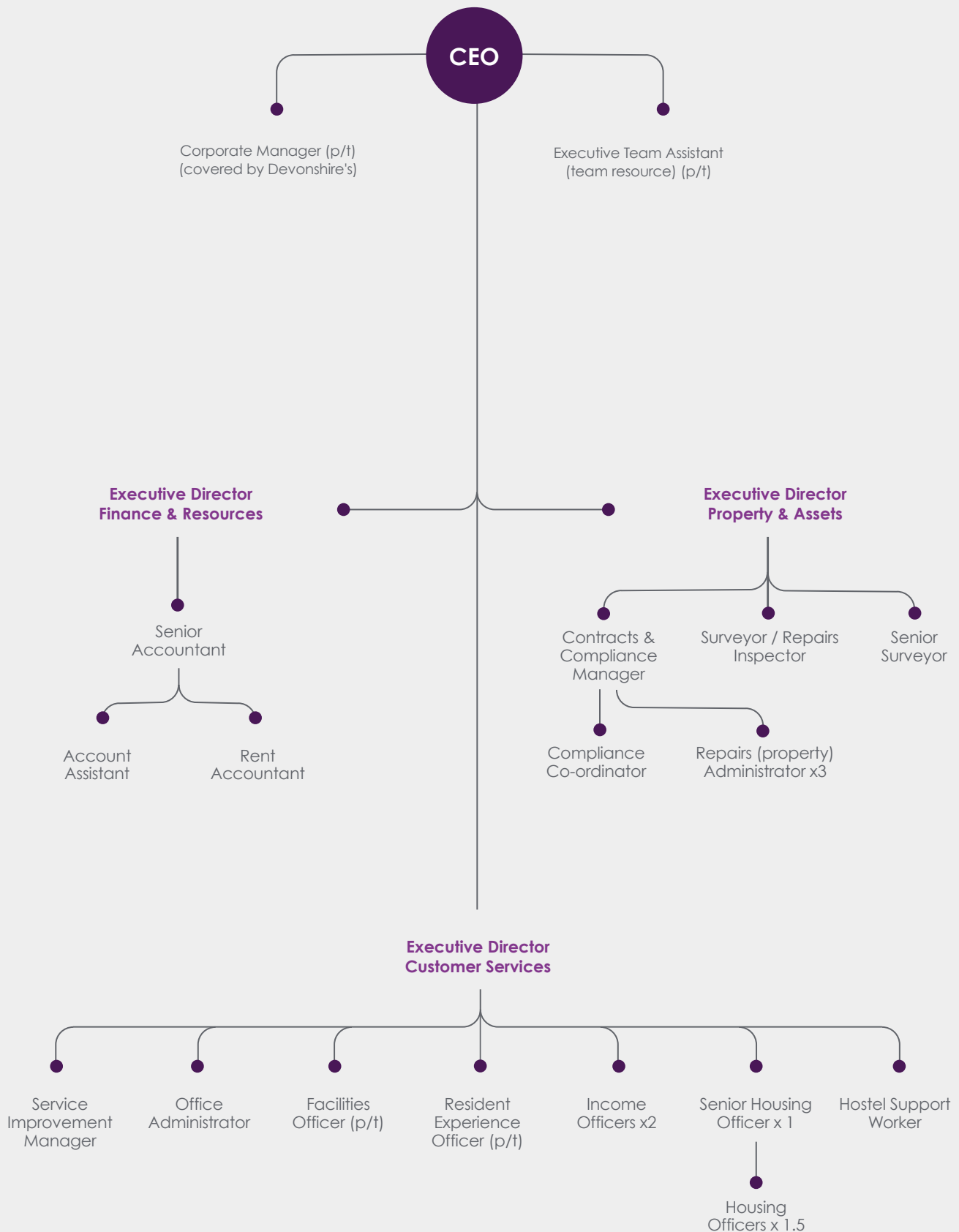
Personal attributes:

- y) Identification with Arhag HA's values and ethos
- z) A strong commitment to the achievement of social justice for migrants and refugees
- aa) Strongly committed to a customer focused organisation and culture
- bb) Commitment to working as part of a team with the board, staff and residents
- cc) Commitment to equality, diversity and inclusion
- dd) Commitment to social housing
- ee) Commitment to resident engagement and influence
- ff) Recognised by others as a leader who demonstrates personal integrity
- gg) Ability to work at Arhag HA's office at Stratford, East London and flexibly as required

BOARD STRUCTURE



STAFF STRUCTURE



KEY TERMS AND CONDITIONS

Salary and package:

Salary is £130k per annum.

New employees will automatically be enrolled into a Scottish Widows pension (defined contribution).

Holiday entitlement:

25 days paid annual leave per year, plus all bank holidays. The office is closed for the three working days between Christmas and New Year with no impact on annual leave entitlement.

Working hours:

Normal hours of work are 37.5 hours per week, with up to 2 days working from home where appropriate.

However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required from time to time.

Probation and notice periods:

The probation period for the role is 6 months.

The notice period after probation is 6 months.

Location:

Your normal place of work will be at the People's Place, 80-92 High Street, London, E15 2NE, but travel across our operating areas is expected.

We offer a range of benefits including life insurance, travel loans, and discounts on a wide range of brands.

KEY DATES AND THE SELECTION PROCESS

Closing date: Tuesday, 4th November at 9am

The client meeting to agree longlisted candidates will take place on Wednesday 12th November. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Monday, 17th November

Longlisted candidates will be interviewed by a Campbell Tickell panel. There will also be the opportunity for longlisted candidates to have an informal conversation with the Chair on the same day.

Interviews will be held virtually via MS Teams.

Final stage:

Shortlisted candidates will be invited to the following:

Stakeholder sessions: Thursday 27th November, afternoon

- These will take place in-person at Arhag's office.
- This is an opportunity to meet with a range of stakeholders including members of the Board, residents and senior Arhag colleagues.

Final panel interview: Friday, 28th November

- These will take place in-person at Arhag's office.
- The panel will include Reena Purchase, Chair of the Board, Bulbul Ali, Chair of the Operations Committee, Claire Howe, Board member, and Keith Best, Board member.
- Jim Green from Campbell Tickell will also be in attendance.





CAMPBELL
TICKELL



Chief Executive

£130k | London | Hybrid

Arhag Housing Association has always been more just than a landlord. Founded in 1979 with a commitment to support migrant and refugee communities, we have grown into an organisation that not only provides safe, affordable homes but also champions opportunity, independence, and inclusion.

Today, we own and manage nearly 1,000 mostly general needs homes across London. In addition to our housing offer, we also facilitate the delivery of a broader range of support through being a hub for a range of Migrants' and Refugees' organisations that we host, working in close collaboration to actively signpost a range of services.

We are now looking for a new Chief Executive to lead us into the future, build on our proud history and shape the next chapter of our story. We have much to celebrate about our journey to date, and our new Chief Executive will build on that legacy, bringing their vision for the future of our organisation and working with our fantastic team and Board to deepen

our impact, seeking opportunities for how we can even better support the communities we serve.

You will be either an established Chief Executive, or a senior leader for whom this may be your first role as Chief Executive, whose experience has been gained in the social housing sector. Operating with energy and determination, you will have the skills to inspire confidence among residents, staff, and stakeholders, and the motivation to champion our mission with authenticity. You will understand the challenges facing smaller housing associations and the communities we support, and relish the opportunity to lead an agile, ambitious organisation that is unafraid to do things differently.

This role demands a blend of strategic acumen and operational grip, a commitment to good governance, and above all, a passion for making a real and lasting difference. If you share our passion about providing the best possible housing services to our customers, while developing the potential of migrants and refugees in London, then we would love to hear from you.

At Arhag, we celebrate diversity in all its forms. We warmly welcome applications from people of all backgrounds, identities, and experiences who can bring fresh perspectives and a genuine commitment to our values.

Download a job pack at
www.campbelltickell.com/jobs

Contact Isabella Ajilore at Campbell Tickell to arrange a conversation:
isabella.ajilore@campbelltickell.com
| 07572 166 417

Closes: Tuesday, 4th November 2025
| 9am

CAMPBELL TICKELL

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