



Building Independence
Adeiladu Annibyniaeth

**CAMPBELL
TICKELL**

First Choice Housing Association

Chief Executive

Candidate information



Contents

01. Your application	3
02. Welcome to FCHA	4
03. About FCHA	5
04. Our mission & values	6
05. Role profile	7
06. Person specification	9
07. Structure chart	11
08. Key terms & conditions	12
09. Key dates & selection process	13
10. Additional information	14
11. Advertisement	15



01. Your application

Thank you very much for your interest in this Chief Executive post at First Choice Housing Association (FCHA). 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 FCHA 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 Friday 13th March 2026. 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,

Alice Morris

Consultant
Campbell Tickell

alice.morris@campbelltickell.com

07931 432033

Gemma Prescot

Director
Campbell Tickell

gemma@campbelltickell.com



02. Welcome to FCHA

Dear Candidate,

Thank you for your interest in becoming Chief Executive of First Choice Housing Association.

First Choice exists for a clear and enduring purpose: to provide high-quality, adaptable homes that support independence. Since our establishment in 1988, we have focused on delivering specialist housing for people with disabilities, veterans, and individuals with additional and complex needs across Wales and Shropshire. That purpose continues to guide every decision we make.

We are a values-driven, not-for-profit organisation, based in Cardiff and working in close partnership with local authorities, health boards, support providers, and Welsh Government. Our work is rooted in collaboration, long-term thinking, and a strong belief that safe, appropriate housing plays a vital role in wellbeing and community life. Today, First Choice employs 53 colleagues across housing management, development, finance, ICT, customer services, and governance, all committed to delivering a high standard of service and support.

The organisation is in a position of stability and opportunity. We have a strong regulatory and governance foundation, trusted relationships with partners, and a growing portfolio of homes. At the same time, the operating environment for housing associations continues to evolve, with increasing expectations, financial pressures, and changing needs among the people we serve. This creates an important moment for leadership that is thoughtful, ambitious, and grounded in our social purpose.

We are seeking a Chief Executive who can lead the next phase of First Choice's development. This role calls for a strategic and values-led leader who understands the responsibilities of operating in a regulated environment and who brings strong financial and risk management capability. The Board is looking for someone who can build and sustain trusted relationships, inspire and support colleagues, and represent First Choice confidently at local, regional, and national levels.

We are interested in leaders who share our commitment to independence, wellbeing, and high-quality service delivery, and who bring curiosity, integrity, and collaborative leadership. The Chief Executive will work closely with a committed Board, engaged partners, and dedicated staff to ensure that First Choice continues to deliver homes that make a meaningful difference to people's lives.

If the opportunity to lead a purpose-driven organisation at a significant point in its journey appeals to you, we would welcome your application. Campbell Tickell are supporting us with this appointment and will be happy to discuss the role in more detail.

With best wishes,

Matt Wilde

Chair of the Board



03. About First Choice Housing Association (FCHA)

First Choice Housing Association (FCHA) was established in 1988 to provide accommodation specifically for vulnerable individuals, emerging as part of the All-Wales Strategy. Our specialism is the provision of housing for those who may be vulnerable and face challenges accessing housing and ensuring equal access to the right to live independently as others in the community as valued members of society.

Working across Wales, Shropshire, Shrewsbury and Telford, in partnership With 22 Local Authorities and Health Boards, The Association provides high quality, bespoke homes tailored to suit the needs of individuals.

Our portfolio includes accommodation for people requiring adapted housing with a learning disability and other complex health needs, ex-army forces personnel and family, mental health challenges and young person's services, sometimes transitioning from care.



First Choice Housing Association currently owns 444 properties providing homes to over 1070 individuals.



04. Our mission & values

Mission

Improving quality of life through provision of quality, bespoke accommodation that enables tenants to achieve independence, fulfil their potential and optimise enjoyment of life, and allows staff and family to be part of that journey.

Values



Integrity

openness, honesty, sincerity; doing the right thing for the right reason



Equality

To provide equal opportunity for all



Excellence

investing in, respecting and developing staff to ensure we strive for



Passion

Doing the best for all our tenants.



05. Role profile

ROLE:

Chief Executive Officer (CEO)

RESPONSIBLE TO:

The Board of Management

ROLE PURPOSE:

OBJECTIVES OF THE POST:

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

- Provide leadership and direction to the Association at a strategic level ensuring that FCHA both influences and responds to key Welsh Government legislative and policy changes in conjunction with the Board.
- Ensure the effective running of day-to-day operations ensuring that systems and procedures are robust and optimised to meet all regulatory standards whilst simultaneously retaining its customers at the very heart of what the Association does.
- Promote externally the work of FCHA helping to ensure that the development ambitions are realised, ensuring that it continues to contribute to the provision of housing need across existing and new tenant groups.
- Support the Executive Team to develop and implement co-ordinated strategies and plans and ensures that all parts of the business work together productively, in pursuance of the objectives set by the Board.
- Prioritise the activities of First Choice so they are carried out to the highest standards of integrity and professionalism in accordance with the requirements of the Welsh Government, regulatory bodies and relevant legislation.



KEY RESPONSIBILITIES:

BOARD AND GOVERNANCE

ARRANGEMENTS

1. To work closely in conjunction with the Chair and the Board to shape and deliver strategy, providing operational insight and enable effective decision making.
2. To lead FCHA's risk mapping and risk management protocols, ensuring that risks are appropriately mitigated and have effective controls in place.
3. To work with the Executive Team and Board in the formation of FCHA's five-year business planning, including the application of appropriate stress testing and mitigation strategies.
4. Ensure transparent reporting and robust monitoring of organisational performance.

STRATEGIC AND ORGANISATIONAL LEADERSHIP

5. Shape and develop a comprehensive strategy that achieves business plan objectives ensuring innovation, efficiency and sustainability.
6. Lead FCHA to deliver excellent services with a strong tenant focus
7. Promote a positive accountable culture where people are engaged, developed and motivated.
8. Ensure that there are appropriate mechanisms for making the work of the Association accountable to its tenants, partners and funders.

PEOPLE AND CULTURE

9. Lead the Executive Team to drive the business towards growth, efficiency and continuous improvement of services ensuring buy in from the Senior Team and wider workforce.
10. Foster a positive, inclusive work culture within FCHA aligning to our mission, vision and values ensuring that employees are appropriately motivated to deliver the best service for FCHA tenants.
11. Provide clarity of direction and encourage collaboration across all functions

RISK, FINANCIAL AND COMPLIANCE

12. To safeguard the financial management and assets of FCHA working closely with the Director of Finance to set strategy, 30-year financial forecasts and budgets, ensuring adherence to treasury management, standing orders, delegated authorities and other controls.
13. Ensure robust risk management and audit processes.
14. Maintain organisational resilience and long-term sustainability
15. The Chief Executive has specific overall responsibility for landlord Health & Safety & compliance management, monitoring & reporting within the Association and will ensure that suitable arrangements are in place for discharging their duties in line with FCHA policy

STAKEHOLDER ENGAGEMENT

16. Ensure action is taken to encourage and promote genuine tenant participation, accessibility to tenants and their representatives and ensure that tenants have a range of opportunities and methods to be involved and influence the services provided by the Association. This will include shaping priorities, setting standards and scrutinising services.
17. Build strong relationships with key stakeholders including Government, regulators, health boards, local authorities and support provider partners.
18. Act as the main representative for FCHA, always visible and representing the organisation, our vision, values and interests.

CONDUCT AND OTHER RESPONSIBILITIES

19. Lead by example in upholding the Association's policy and procedures and Code of Conduct.
20. To undertake any additional duties as are commensurate with the expectations of a Chief Executive role.
21. The role will include the need for travel and occasional overnight stays



06. Person specification

First Choice is looking for an experienced leader who can deliver on the Associations strategic objectives and key challenges. They will ensure we deliver high quality services, ensure financial viability, drive innovation, uphold strong governance and ensure we continue to be a values driven organisation. To do so, the successful applicant will need to meet the following person specification. Unless indicated the skills detailed are essential

QUALIFICATIONS & EXPERIENCE

- a) Substantial senior management experience at Director or Executive Team level
- b) Educated to degree level or equivalent relevant professional /management qualification
- c) Management experience within an RSL function e.g. Development, Housing etc (D)
- d) Experience of ensuring compliance with regulatory requirements
- e) Knowledge of promoting and encouraging pro-active tenant participation (D)

LEADERSHIP

- f) Experience of driving significant and innovative change within organisations
- g) Proven strategic leadership experience of developing and delivering organisational vision
- h) Inspirational leader with strong communication and influencing skills

STRATEGIC ABILITY & INNOVATION

- i) Experience of developing and sustaining close strategic working relationships with external key stakeholders and agencies with strong negotiation skills
- j) Experience of identifying and developing new services and opportunities
- k) Strategic thinking and analytical skills with the ability to assimilate complex issues, influence strategic planning, analyse data and come to well informed decisions

BUSINESS MANAGEMENT

- l) Sound financial and business management skills
- m) Experience of successfully managing performance to ensure the delivery of objectives
- n) Proven experience of successfully undertaking corporate business planning and risk management
- o) Committed to the aims, mission, vision and values of First Choice and broader issues of social housing
- p) Sound understanding of key Health and Safety principles



SKILLS & ABILITIES

- q) Ability to develop a long-term vision and lead a team to deliver that vision
- r) Ability to foster a culture of continuous improvement and excellence
- s) Good interpersonal and communication skills
- t) Ability to work flexibly including attendance at evening meetings
- u) A full driving licence
- v) A dynamic and energetic personality with a high degree of personal drive

ATTITUDE/APPROACH & COMMUNICATION

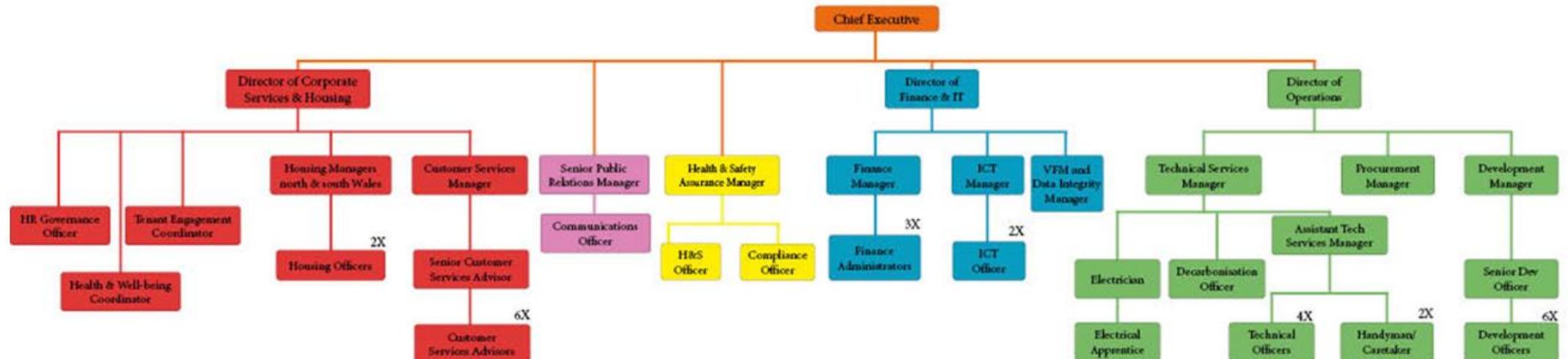
- w) Business focussed approach with the influence to persuade others to deliver and promote all aspects of the Association with a wide range of stakeholders
- x) Strong commitment to organisational values, inclusivity and tenant impact.
- y) Commitment to developing effective relationships with a wide range of partners with a focus on customers and delivery of quality services

GOVERNANCE

- z) Demonstrable experience of working strategically at Board level providing clear professional and reliable advice with an understanding of corporate governance, regulation and audit in a comparable sector



07. Structure chart



08. Key terms & conditions

First Choice wants to be an employer that attracts and keeps the best people. In addition to salary, we offer a range of benefits that aim to keep us competitive in the market place.

Position	Chief Executive
Hours of Work	Standard full time hours are 35 per week, Monday to Friday. Flexible working hours including generous time off in lieu arrangements. We also offer agile working with a blend of home/office working. A working from home allowance is also provided of £50pcm.
Salary	Circa 110k
Car	Business mileage paid at current HMRC mileage rates. The post also offers 7% annual salary for car allowance.
Pension	10% employer's contribution to company pension scheme with a minimum 3% mandatory employee contribution. The pension scheme is a salary sacrifice scheme operated by Royal London.
Annual Leave	28 days annual leave, plus paid leave for all statutory holidays rising to 29 in the January following 2 years' service and thereafter a day per year until the maximum limit of 30 days.
Probation	Your employment is subject to a probationary period of 6 months from your start date.
Notice Period	Six months on either side.
Sickness Pay	Generous sickness pay, plus enhanced maternity, paternity and adoption pay.
Health Plan	Tax-paid provision of HSF health plan.
Training	Excellent training opportunities
Professional Subscription	One professional subscription paid per annum.
Other	Death in service benefits Critical illness cover Health wellbeing packages including gym membership Subsidised Christmas party (Gifted half day) Annual health screening Annual staff away day Cycle to work scheme Salary sacrifice including e-vehicle lease Birthday off as an extra holiday Sale and purchase of annual leave – up to 5 days

All benefits are provided and paid for at the absolute discretion of the Association. First Choice Housing Association reserves the right to amend, enhance or remove benefits subject to legislation, staff consultation and business operations. The association is fully committed to diversity, and it is our aim to provide all of our services and employment opportunities on a fair and equitable basis.



09. Key dates & selection process

Closing date: Friday 13th March | 9:00am

We will be in touch to let you know the outcome of your application by COP on Friday 20th March 2026.

First stage selection interviews: Monday 23rd Tuesday 24th March | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel

We will be in touch to let you know the outcome of this stage by COP on Friday 27th March.

Psychometrics: w/c 30th March 2026

You will be asked to undertake an online OPQ psychometric test, so that we can further explore your leadership style and approach. We will also arrange for a follow-up validation call with our accredited tester, so you can talk through your results ahead of the final interview.

Stakeholder Sessions: Thursday 9th April 2026 (in person, Cardiff)

Candidates will be invited to two stakeholder sessions, one with Executive team and Board Members and a second with a selection of other staff & Tenants.

Final stage interviews:

Wednesday 15th April 2026 (in person, Cardiff)

Candidates will be invited to a final panel interview with the selection panel, Matthew Wilde (Chair), Sian Evans (Vice Chair), Emma Morgan (Chair P&C) Donna Webb (Director of Corporate Services & Housing). Alice Morris from Campbell Tickell will also be in attendance



10. Additional information

To find out more about FCHA please visit the following links:

[View our interactive Annual Report](#)

[Read our audited financial statement of accounts](#)

[Read our regulatory judgement](#)



CHIEF EXECUTIVE

c.£110k (plus car allowance)

Cardiff/Hybrid (with travel across Wales & Shropshire)

First Choice Housing Association is a specialist and innovative organisation providing homes for vulnerable adults. Established in 1988 and working across Wales we are committed to enabling many vulnerable people, including those with a learning and physical disability, complex needs, mental health, and veterans to live independently & lead a full and valued life within the community. We currently have over 1,070 tenants and employ 52 members of staff.

We are seeking an inspirational Chief Executive to lead the Association, reporting directly to the Board and providing oversight of a highly capable Executive Team. In this pivotal role, you will set the strategic direction for First Choice, ensuring that the organisation continues to deliver high-quality, tenant-focused housing services while meeting all regulatory and compliance requirements. You will champion innovation and best practice across the business, embedding a culture of excellence, accountability, and inclusion at every level. As the public face of the Association, you will represent First Choice with credibility and authority, fostering strong and trusted relationships with tenants, partners, regulators, government, and other key stakeholders to ensure the organisation's voice and influence are widely recognised.

We are looking for a dynamic, visionary leader with substantial senior management experience who can successfully drive organisational change, motivate and inspire teams, and deliver the Association's long-term strategic ambitions. The role requires a leader who combines strategic insight with operational expertise, including strong financial, risk, and business management skills, as well as a proven ability to influence, negotiate, and communicate effectively across diverse audiences. You will have a deep commitment to tenant-centred, values-driven leadership and a clear understanding of the role that housing plays in improving people's lives and strengthening communities.

This is a unique opportunity to take the helm of a stable, purpose-driven organisation at an exciting moment of growth and development. You will have the chance to shape the future of the Association, champion innovation and continuous improvement, and make a tangible difference in the lives of the people we serve. If you are a collaborative, forward-thinking, and resilient leader who is passionate about housing and social impact, we would welcome your application.

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

**Contact Alice Morris at Campbell Tickell to arrange a conversation:
alice.morris@campbelltickell.com 07931 432033**

Closes: Friday 13th March | 9am



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