

**PCHA**

**CONNECTING COMMUNITIES**

**Recruitment Pack**

**Board Members**

April 2024

## Welcome from the Chair, Cathy McCarthy

Dear Applicant,

Thank you for your interest in the role of Board Member with PCHA. This is an exciting opportunity for the right candidates to join the Board and make a real difference to the organisation during a significant period of growth and change.

PCHA is a small community based housing association, with 413 homes, working in the London Boroughs of Bromley and Bexley. Our aim is to make a difference every day and have a positive impact on both the lives of our residents and within the communities in which we work. We are committed to working in partnership with our residents to ensure that their tenancies, and our communities, are sustainable. People are very much our business and our small but passionate Board and staff team are undoubtedly our greatest resource. We like to work hard but have fun whilst we do it so it's a great organisation to be part of.

We are in an exciting phase of our future. Having completed a merger in March 2023, we are now entering into a partnership with the London Borough of Bromley to manage their housing stock on their behalf. This is an additional 300 homes, including some temporary accommodation, with more homes in the pipeline and represents a major long term contract for PCHA.

Additionally we are ambitious for growth and plan to develop approximately 40 new homes over the next 5 years or so whilst not losing sight of our current residents and homes. The next 12 to 18 months will see significant change and so we need staff and board members who thrive in a fast-paced environment. We believe we punch above our weight and want a Board that can do the same!

We are working in an ever changing and challenging environment and your contribution in addressing this and improving services will be critical. The last two years have been a period of significant change and you will be integral to helping to embed this change and shape our future.

We have a committed and enthusiastic staff team and Board and we need skilled and committed Board Members to support PCHA to deliver its vision and values and meet the challenges ahead.

We are particularly keen to hear from people with experience of finance, development, legal or asset management.

If you have any initial queries about the role please contact Karen, our Chief Executive, on [karen@pcha.co.uk](mailto:karen@pcha.co.uk) or 020 3434 5331

I would like to wish you every success in your application

Best wishes

*Cathy*

Cathy McCarthy

**CHAIR**



# About PCHA – Vision and Values

## Our Vision

We are an ambitious local housing association that strives to deliver homes and services we can be proud of. We aim to make a positive impact and work collaboratively with our residents and communities to support them to thrive.

## Our Values

### Acting with Integrity

- We communicate in an open, honest and transparent way
- We do what we say we will and keep our promises
- We are accountable for our decisions and take responsibility for our mistakes

### Being Ambitious

- We seek to deliver a broader range of services to meet the needs of more people in our community
- We are prepared to take appropriate risks to drive improvement and growth
- We are creative, forward thinking and open to new ideas
- We embrace change and respond positively to new opportunities

### Striving for Excellence

- We will work inclusively and innovatively to continuously improve
- We are people focused and aim to tailor our approach to the needs of individuals
- We support residents in a holistic way, supporting them to thrive
- We strive to be proactive, solution orientated and go the extra mile
- We continually challenge ourselves to improve our performance
- We seek to make sound business decisions and be well governed and managed

### Working in Partnership

- We build strong and positive relationships based on trust and mutual respect
- We strive to create a culture of collaboration and shared accountability

## **Behaving with Respect**

- We behave in a fair-minded and non-judgemental way
- We value the individuality and diversity of our residents, staff and communities
- We are inclusive and respectful in the way we work
- We celebrate difference, believing everyone is unique
- We have a zero-tolerance approach to discriminatory behaviour

## **Being Kind**

- We treat each other with compassion and kindness
- We encourage open conversations about mental health and well being

**...Making a Positive Impact**

# Strategic Objectives 2024-2026

## Our Services

- ❖ *Providing excellent services we are proud of*
- ❖ *Doing the Basics brilliantly*
- ❖ *Putting residents at the heart of what we do*
- ❖ *Working positively and holistically with residents to help them to sustain their tenancies*

## Our Homes

- ❖ *Providing and maintaining homes we are proud of*
- ❖ *Providing homes that are decent, safe and green*
- ❖ *Delivering more rented homes for the local community*

## Our Community

- ❖ *Making a positive impact in the wider community*
- ❖ *Work in partnership with others to proactively support our residents and local community*

## Our Business

- ❖ *Being a modern, agile, resilient and forward-thinking business*
- ❖ *Maintaining financial strength, ensuring we have the resources to deliver our objectives*
- ❖ *Driven by our vision and values*

## Our People

- ❖ *Building strong and positive relationships based on trust and mutual respect*
- ❖ *Creating a culture of collaboration and shared accountability*
- ❖ *Being agile, light of foot and resilient in the way we work*

## Our Governance and Structure

PCHA is registered under the National Housing Federation's 2015 model rules. We have adopted the Federation's Code of Governance (2020 edition).

The Board has a maximum of 12 members. Our Board currently has nine members, including our Chief Executive who is a non-shareholding executive member. Two of our current board members have completed their 6 year terms and are due to retire in September.

Together members have a broad range of relevant skills and expertise. The skills and experience of the Board are reviewed periodically to ensure that we have the right mix to meet both current and future needs.

### Board membership at 31<sup>st</sup> March 2024

Cathy McCarthy	Chair
Rowann Limond	Chair of Finance and Audit Committee
Alan Begg	
Richard Ellis	
Sarah Chatfield	
Simon Oelman	
Graham Littlewood	
Andrew Green	
Karen Cooper	Chief Executive

Our board activities are supported by the Finance, Audit & Risk Committee (FARC); this committee currently has 3 members.



The Board meets quarterly (Tuesday evenings 5-7pm) and these meetings are online. Additionally, the Board normally has 2 strategy days per annum and these are normally held in person in our Bexley office. Finance, Audit & Risk Committees are also held quarterly and are also online. All board and committee papers are published via our web portal, Convene.

## Board and Committee Code of Conduct

### As a member of the board, all members agree to:

- Fully support the vision, values and objectives of PCHA at all times
- Make a commitment to the board and adhere to it; this means attending board meetings and other events unless there is an emergency. Board and committee meetings are set a year in advance so it is expected that board members put these dates in their diaries and commit to these dates as far as possible.
- Give apologies and submit any comments as soon as possible if an emergency crops that means they are unable to attend a meeting.
- Prepare properly for meetings by reading the papers and other documents.
- Be willing to contribute in a positive and constructive manner.
- Operate at a strategic level, raising questions and comments that are both strategic and relevant.
- Promote equality and diversity at all times.
- Act in the interests of PCHA as a whole and ensure private or personal interests do not influence decisions.
- Learn about PCHA's business and the wider sector and be prepared to develop their own knowledge and skills that might be relevant to governing PCHA.
- Not use position as a PCHA board member for personal gain.
- Declare any conflict of interest, and if appropriate withdraw from voting or be prepared to stand down from the board if necessary.
- Recognise and value individuals' differences and strengths and foster an environment where all members feel they can contribute.
- Work as a team, encouraging and valuing contributions from others, seeking consensus and accepting compromise where appropriate.
- Respect others' views and opinions, acting in a way that is non-judgemental and non-confrontational.
- Act as an ambassador for PCHA, representing the Association in public.
- Adhere to PCHA's policies at all times.
- Operate within the rules and policies laid down by the board.
- Not contact or give any statement about PCHA to the press or any other external body without express permission from the Chair.
- Accept and abide by any corporate decisions made by the board whether you are present or not. Not revisit decisions that have been made previously.
- Not bring PCHA into disrepute in any way.

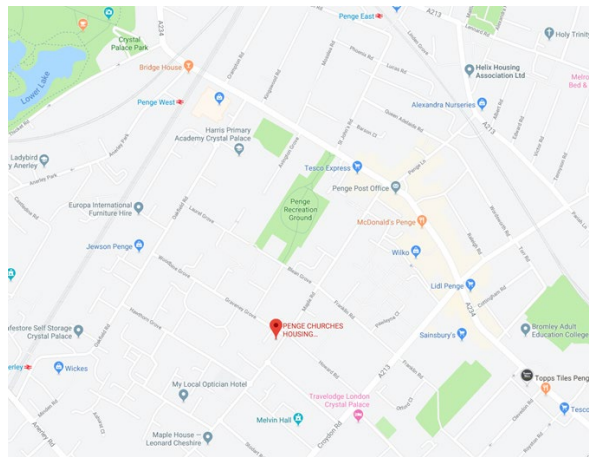


## Our Staff

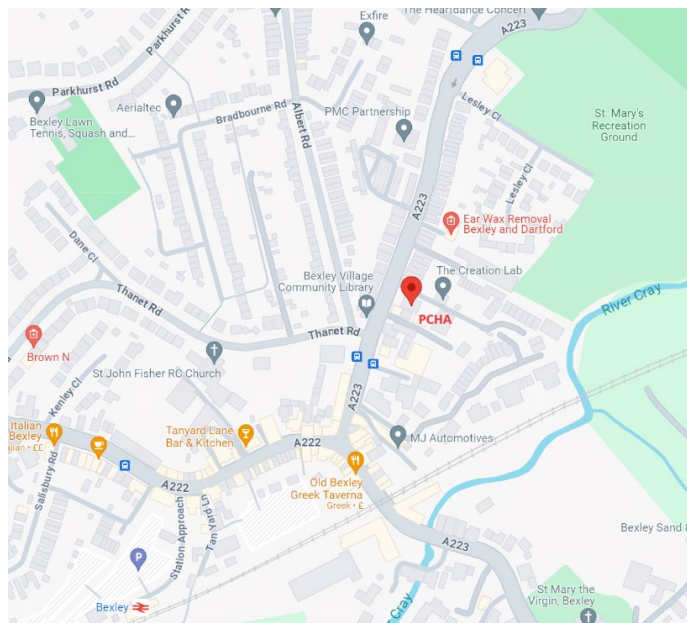
We employ 14 staff, 7 of whom are part time. The staff team will be expanding significantly over the next few months to accommodate the new Bromley contract. Karen Cooper, our Chief Executive was appointed in 2016. Karen has over 32 years experience in housing, having worked as a Chief Executive and Director for several housing associations, and as a freelance housing consultant since 2006.

## Our Offices

PENGE – Based in Penge, SE20, our current office is within a 10 minute walk of Penge East. Penge West and Anerley Stations, with shops and amenities just a few minutes walk away. Close to Beckenham, Bromley town and Croydon, our office is easy to reach by car and there is plenty of free on-street parking.



BEXLEY – Based in Bexley Village, DA5, our current office is within a 5-minute walk of Bexley station, with the shops and cafes of Bexley close by. We have parking on site.



## Board Member Job Description

### Role Overview:

Board members are responsible for the governance and strategic direction of PCHA. Working as a team, the Board provides support and constructive challenge to enable PCHA deliver its vision and corporate plan and ensure we continue providing good quality homes and services in an ever-changing operating environment. PCHA is a small but impactful housing association dedicated to providing affordable, safe, and secure housing for local people. By joining our Board, you will contribute to our overarching mission of creating thriving communities.

You will play a pivotal role in safeguarding PCHA's residents, assets, reputation and integrity.

### Key Responsibilities:

- 1. Leadership and Governance:** Uphold the highest standards of governance by actively and positively participating in board meetings, discussions, and decision-making processes. Ensure compliance with legal, regulatory, and ethical standards governing the sector. Adhere to the Board Terms of Reference, Board's Code of Conduct and the recommendations of the NHF Code for Excellence in Governance.
- 2. Strategic Planning:** Collaborate with fellow board members and executive leadership to develop and refine PCHA's strategic objectives. Provide input on long-term goals, objectives, and initiatives that align with the vision and values of the housing association. Regularly review the vision, values, strategic aims and business plan of PCHA
- 3. Financial Oversight:** Review and approve annual budgets, financial statements, VFM targets and the business plan. Monitor financial performance and ensure responsible management of resources to sustain the organisation's operations and support its growth
- 4. Risk Management:** Identify and assess potential risks and challenges facing the organisation. Work collaboratively with the Board and management team to develop and implement risk mitigation strategies to safeguard the interests of residents and other stakeholders.

5. **Engagement:** Act as an ambassador for PCHA within the local community and among key stakeholders. Build and maintain positive relationships with residents, partner organisations and key stakeholders to enhance the organisation's impact and reputation. Ensure the residents voice is heard and acted upon when making decisions about service delivery.
6. **Advocacy:** Advocate for policies and initiatives that promote affordable housing, address homelessness, and support the needs of our residents, both current and future. Represent the interests of PCHA in relevant forums and advocate for positive change at local and regional levels.
7. **Professional Development:** Stay informed about developments and best practices in the housing sector, governance, and related areas. Participate in training, workshops, and other learning opportunities to enhance your skills and knowledge as a board member.

### **Person Specification**

- Proven track record of leadership and governance in a committee or board setting
- Ability to think strategically and see the big picture
- Understanding of the sector and regulatory context in which we work
- Excellent communication, interpersonal, and decision-making skills
- Ability to work collaboratively and positive and promote a culture of transparency and accountability
- Commitment to the vision and values of PCHA
- Understanding of financial management and risk oversight.
- experience of finance, development, legal or asset management preferable
- Residency or strong connection to South East London preferable.

## Benefits

- Reasonable expenses paid
- Opportunity to make a meaningful difference in the lives of individuals and families in need of social housing.
- Networking opportunities with fellow board members, industry professionals, and community leaders.
- Professional development and learning experiences in governance and social housing. Training available.
- Engage with a dynamic board committed to improving the lives of PCHA residents

# Advert

## BOARD MEMBERS (Voluntary)

PCHA is a successful, small community-based registered provider of social housing in the London Boroughs of Bexley and Bromley. We own and manage 413 homes and we are passionate about working together with our residents and making a positive impact on our community.

We are in an exciting phase of our future. Having just completed a merger in 2023, we are about to enter into a major contract to manage a further 300 homes on behalf of the local authority. We are seeking two new Board Members who can provide leadership, support and challenge to enable PCHA deliver its vision and corporate objectives in an ever-changing operating environment. You will play a pivotal role in ensuring the continuing success of PCHA, protecting our residents, viability, reputation and integrity.

We are looking for people with leadership and governance experience and a passion for making a real difference. The successful candidates will have:

- a proven track record of strategic leadership and governance
- a strong understanding of financial principles and risk management
- knowledge of the sectors regulatory requirements and compliance standards
- ability to think strategically and see the big picture
- a commitment to PCHA's vision and values
- excellent communication, interpersonal, and decision-making skills.
- the ability to work collaboratively and promote a culture of transparency and accountability.
- IT skills and willing to embrace new ways of working
- experience of finance, development, legal or asset management desirable

The time commitment for the role position is approximately 6 days per annum (including preparation time etc.). Board and committee meetings are normally

held online with strategy days held in person. There are 4 Board meetings plus 2 Board awaydays per annum.

If you are interested in this role and would like to have an informal chat, please contact Karen Cooper, Chief Executive, on 020 3434 5331 or [karen@pcha.co.uk](mailto:karen@pcha.co.uk)

Visit [www.pcha.co.uk](http://www.pcha.co.uk) to find out more about us and download the recruitment pack.

**Closing Date is 9am on Monday 13<sup>th</sup> May 2024**

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## How to Apply

To apply for the Board Member role at PCHA, please submit your CV **and** a supporting statement, ensuring that you provide information in respect of all of the following key areas:

### CV:

1. Contact details
2. Qualifications/Education
3. Employment history, including your key achievements
4. Governance experience
5. Two referees – one of whom should be your current/most recent employer

### Supporting Statement:

6. Experience / knowledge / skills – and how you meet the person specification
7. Your motivation/ Why you are interested in the role

CVs alone will not be accepted.

We ask that applications are in minimum font size 12 and **no more than 8** pages in total.

All applications must be submitted by email **to Karen Cooper at [karen@pcha.co.uk](mailto:karen@pcha.co.uk)**

Completed applications must be received by **9am Monday 13<sup>th</sup> May 2024**

**First Interviews:** week commencing 20<sup>th</sup> May