



Recruitment Pack Board Members

January 2020

Making a positive impact



Welcome from the Chair, Cathy McCarthy

Dear Applicant,

Thank you for your interest in the role of Board Member of Penge Churches Housing Association (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. We are 50 years old this year and are looking forward to a further 50 years making a positive impact in our community.

PCHA is a small, community based housing association, with 270 homes, working in and around Bromley. 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 development, having just undertaken a strategic review, committed to an ambitious corporate plan and completed a major staff restructure. We are seeking two new Board Members, and at least one Finance & Audit Committee Member, to support the delivery of our ambitious vision and corporate plan. Our Board is committed to ensuring that we continue providing good quality homes and services in an ever-changing operating environment.

The last few years have been a period of significant cultural change and the Board are integral to helping to embed this change and shape our future. During 2018, we brought our repairs service back in house from an external managing agent, in order to improve efficiency and value for money, but more critically to improve the services we deliver to our residents. Furthermore, we have just agreed a completely new way of procuring responsive repairs which we believe will further improve customer service and value for money. We are currently reviewing our asset management strategy to enhance our understanding and use of our stock.

We are ambitious for growth and plan to develop approximately 60 new homes over the next 5 years or so and we are currently planning the redevelopment of an existing scheme to create a brand new office and approximately 12 new much needed local homes. We are part of the Build London Partnership and we hope this will open up the opportunity to deliver more social housing in and around Bromley.

We have a committed and enthusiastic staff team and Board and we are seeking to further strengthen our governance structure.

If you have any initial queries about the role please contact Tony Clark at our consultants, The Housing Executive: tc@thehousingexecutive.com or 020 7620 3048. He can also arrange a discussion with Karen Cooper, our Chief Executive, if that would help you decide on whether to take this forward.

I would like to wish you every success in your application

Best wishes

Cathy

Cathy McCarthy
CHAIR



Our new development in Scotts Road, Bromley

Introduction

PCHA is one of the many housing associations that was born on the back of *Cathy Come Home* and a growing realisation that homelessness was a real issue. A group of local church members came together in 1969 with a desire and the commitment to do something about local homelessness and together they formed Penge Churches Housing Association. As we celebrated our 50th anniversary in 2019, we remain a community-based housing association that is passionate about enhancing the lives of our residents by providing excellent homes and services and making a positive impact in all that we do. This vision was born in 1969 and is every bit as strong today.

For 50 years the heart of the organisation has been in and around Penge and we are proud of our strong community roots. Many of our residents have lived in the area all their lives and PCHA has been a constant part of that community for many local families since 1969. However, boundaries have become more fluid as people move more often, and so has people's definition of community. Community is about a sense of belonging and that might not be simply about geography. Most of our homes are smaller street properties where residents may not know each other directly and they may not share a common story or experience or suffer the stigma experienced by some social housing residents. In this light we recognise that our community boundaries can be extended to include neighbouring boroughs in order to provide much needed homes.

PCHA has been through a period of significant change over the past 3 years. We carried out a strategic review in 2017 to confirm our commitment to independence and making a positive impact on the local community. As a result we have a clear vision and ambitions for growth over the next 5 years and beyond. We have reviewed our staff structure and many internal processes over the past couple of years and the Board has changed alongside this, appointing a new Chair in December 2019.

Our Governance and Structure

PCHA is registered under the National Housing Federation's 2005 model rules, although we are currently in the process of adopting the 2015 Model Rules. We have adopted the Federation's Code of Governance (2015 edition). We are regulated by the Regulator for Social Housing.

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. 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 1st January 2020

Tracey Downie (retiring by March 2020)
Cathy McCarthy Chair
Dennis Simmonds Vice Chair
Rowann Limond Chair of Finance and Audit Committee
Adeola Oke
Trevor Crook
Nicola Dykes
Jonathan Bowen
Karen Cooper Chief Executive

Our main Board activities are supported by the Finance & Audit Committee; this currently has 3 members.

Dates of Meetings 2020

The proposed meeting dates for 2020 are as follows:

BOARD (Tuesdays) 6pm	FAC (Tuesdays) 6pm	AWAYDAYS	AGM
17 th March 9 th June 15 th September 8 th December	18 th February 19 th May 18 th August 17 th November	24/25 th April TBC 22 nd October	24 th September

Job Description

SUMMARY OF POST

Board members are responsible for the governance and strategic direction of PCHA. Working as a team, the Board provides considered guidance and ensures that PCHA functions in accordance with all regulatory and legal requirements. Board Members provide 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.

Main tasks and responsibilities

1. To further the aims of PCHA and shape PCHA's strategic direction.
2. To act as an Ambassador for PCHA
3. To ensure the risk management control, accountability, financial viability and good conduct of PCHA
4. To take part in formulating and regularly reviewing the vision, values, strategic aims and business plan of PCHA.
5. With other Board/Committee members, to ensure that the policy and practice of PCHA are in keeping with its aims.
6. To monitor performance of the Association in line with agreed budgets, targets and action plans.
7. With other Board/Committee members, to ensure that the Association functions within the legal and financial requirements of the Association's rules, complies with the National Housing Federation's Code of Governance and the Regulatory Standards and strives to achieve best practice.
8. Board members are expected to
 - Uphold the values and aims of the Association
 - Uphold the Association's core policies including those for equality and diversity
 - Contribute to and share responsibility for Board decisions
 - Prepare for and attend meetings, training sessions and other events
 - Represent the Association when required
 - Declare any relevant interests
 - Respect the confidentiality of information received
 - Uphold the Association's Code of Conduct and the National Housing Federation's Code of Governance

Person Specification

1	Education and Qualification	Essential	Desirable
1.1	Graduate level or equivalent	<input checked="" type="checkbox"/>	
2	Knowledge and Experience		
2.1	Experience of operating at a senior level in their field	<input checked="" type="checkbox"/>	
2.2	A good understanding of the sector and the regulatory environment		<input checked="" type="checkbox"/>
2.3	A proven ability of operating effectively in a strategic role	<input checked="" type="checkbox"/>	
2.4	Experience of working effectively with a wide range of stakeholders	<input checked="" type="checkbox"/>	
2.5	Expertise in one of the following: finance, asset management, law, health and safety or development		<input checked="" type="checkbox"/>
2.6	Good understanding of risk management and internal controls assurance	<input checked="" type="checkbox"/>	
3	Skills and Ability		
3.1	Excellent communication skills, written and oral, Excellent negotiation and influencing skills	<input checked="" type="checkbox"/>	
3.2	Actively leads by example, demonstrating the conduct expected of the Board	<input checked="" type="checkbox"/>	
3.3	IT literate, comfortable with using MS Office including email. Willing to embrace modern ways of working	<input checked="" type="checkbox"/>	
3.4	Financially literate and commercially minded	<input checked="" type="checkbox"/>	
3.5	A strong awareness of equality and diversity issues and able to demonstrate a strong commitment to equality across PCHA. Inclusive leadership style.	<input checked="" type="checkbox"/>	
3.6	Ambassadorial and able to liaise effectively with a wide range of stakeholders and audiences.	<input checked="" type="checkbox"/>	

3.7	Strategic thinker, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making	<input checked="" type="checkbox"/>	
4	Behavioural		
4.1	Builds strong relationships <ul style="list-style-type: none"> • Works collaboratively and is supportive to colleagues • Builds effective and positive external relationships • Behaves in a fair-minded and non-judgemental way • Is inclusive and values the individuality and diversity of others • Is positive with a can do approach 	<input checked="" type="checkbox"/>	
4.2	Delivers excellent customer service <ul style="list-style-type: none"> • Is proactive, solution focussed and willing to go the extra mile • Is people focussed and treats people as individuals • Communicates in a way that is appropriate, timely, clear and accurate • Is able to say no in a positive way • Is reliable and keeps promises 	<input checked="" type="checkbox"/>	
4.3	Acts with Integrity <ul style="list-style-type: none"> • Takes responsibility for own actions and mistakes • Is accountable for decisions and doesn't pass the buck • Is open, honest and trustworthy 	<input checked="" type="checkbox"/>	
4.4	Planning and Organisation <ul style="list-style-type: none"> • Plans and prioritises own work effectively • Meets deadlines and responds in a timely manner to requests/emails • Thinks things through to come up with effective solutions 	<input checked="" type="checkbox"/>	
4.5	Being Ambitious <ul style="list-style-type: none"> • Prepared to take measured risks to drive improvements and growth • Willing to embrace change and respond positively to new opportunities 	<input checked="" type="checkbox"/>	
5	Commitment / Other		
5.1	Able to attend evening meetings and events	<input checked="" type="checkbox"/>	

Code of Conduct for Board Members

Board Members are expected to demonstrate a commitment to PCHA and uphold the organisational values at all times. Additionally 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 you 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. Operational questions will be directed to the relevant member of staff prior to meetings.
- Promote equality and diversity at all times. *Discriminatory or offensive behaviour or language will not be tolerated*
- 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 individual's 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 to revisit decisions that have been made previously
- Not bring PCHA into disrepute in any way

How to Apply

To apply 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

Please state whether you are interested in Membership of the Board, the Finance and Audit Committee or both.

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 Tony Clark at The Housing Executive:
tc@thehousingexecutive.com

Completed applications must be received by **9 am on Friday 31st January 2020**.

Recruitment Timetable

Activity	Date
Closing Date	9am Friday 31 st January
Shortlisting	31 st January
1 st Interviews	Friday 7 th February TBC
Final Interviews	Thursday 5 th March 2020 TBC

Advert

Board Members X2

Finance and Audit Committee Members X2

PCHA is a successful, small, community-based registered provider of social housing based in Penge, south east London. We own and manage 270 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 development, having just undertaken a strategic review, committed to an ambitious corporate plan and completed a major staff restructure. We are seeking two new Board Members who can provide support and 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. In particular, we would welcome applicants with expertise in finance, asset management, law or development.

Additionally, PCHA is seeking independent Finance and Audit Committee Members, to strengthen the constructive challenge provided to the Board and Chief Exec. We are keen to hear from people with experience of finance, risk management and internal controls assurance.

For both roles we are looking for people with strategic management experience, leadership and vision, and a passion for making a difference. Alongside these skills the ability to commit to PCHA's work is essential. Preferably, applicants will have previous experience of Board level work and some understanding of the social housing sector, although not essential.

Whilst these roles are unpaid, all reasonable expenses will be reimbursed. There are 4 Board meetings plus 2 Board awaydays per annum and 4 Finance and Audit Committees (all evenings).

If you are interested in this role and would like to have an informal chat, please contact Tony Clark at our consultants, The Housing Executive on **020 7620 3048**, or by emailing: tc@thehousingexecutive.com

NB Closing Date: 9 am on Friday 31st January 2020.

About PCHA

Vision and Values

Our Vision

We are a community-based housing association that is passionate about enhancing the lives of our residents by providing excellent homes and services. We are proud of our strong community roots and strive to make a positive impact in all that we do.

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 are ambitious for the future of PCHA, seeking to deliver a broader range of services to 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 provide homes and communities we can all be proud of
- We are people focussed and aim to tailor our approach to the needs of individuals
- We strive to be proactive, solution orientated and go the extra mile
- We work collaboratively and build positive partnerships
- We continually challenge ourselves to improve our performance
- We seek to make sound business decisions and be well governed and managed

Behaving with Respect

- We behave in a fair-minded and non-judgemental way
- We value the individuality and diversity of our residents and communities
- We are inclusive in the way we work

...Making a Positive Impact

Our Strategic Objectives

Our Services

- ❖ *To provide homes and services we can be proud of*
 - To develop a broader range of homes and services to meet the needs of the people in our community
 - To provide excellent customer services and best value for residents
 - To proactively seek, and respond to, residents' feedback and complaints
 - To deliver an excellent and proactive repairs and maintenance service
 - To treat residents as individuals and work positively with them to sustain their tenancies where necessary

Our Business

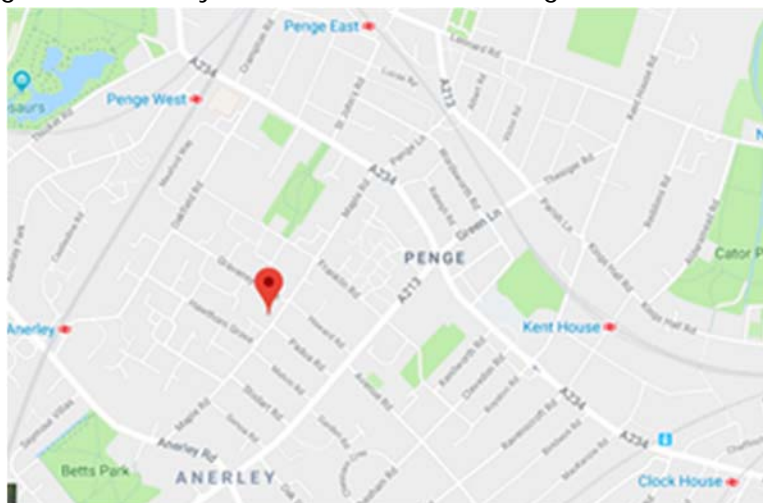
- ❖ *To be a modern, strong and forward thinking business*
- ❖ *To grow the business and develop new homes and services*
 - To be financially strong and ensure we have the resources to deliver our vision
 - To safeguard, and make the best use of, our assets and resources
 - To respond positively to change and adapt effectively to changing markets and needs
 - To ensure our business reflects modern ways of thinking and working
 - To make sound business decisions, taking appropriate risks to grow the business

Our People

- ❖ *To value and invest in our people and partnerships, creating a culture of collaboration and shared accountability*
 - To develop the staff and board team to ensure the business is well governed and managed
 - To be a good employer that supports, engages and manages staff, with clear expectations on both sides
 - To have a clear performance framework that supports excellence and drives performance
 - To work collaboratively and develop effective partnerships to help us further our objectives

Our Office

Based in Penge, SE20, our current office is within a 10 minute walk of Penge East Station, 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. We currently hold most of our meetings here or close by.



Current staffing

We employ 10 staff, most of whom are part time (FTE = 7.5). Karen Cooper, our Chief Executive was appointed in 2016. Karen has over 28 years experience in housing, having worked as a Chief Executive and Director for several housing associations, and as a freelance housing consultant since 2006.

The current staffing structure is below:

