



Recruitment Pack

**Director of Finance & Corporate Services**

November 2024

## **Welcome from the Chief Executive, Karen Cooper**

Dear Applicant,

Thank you for your interest in the role of Director of Finance & Corporate Services. This is an exciting new role and a fantastic opportunity for the right candidate to join the PCHA Executive team and make a real difference to the organisation during a significant period of growth and change.

PCHA (Penge Churches Housing Association) is a small community-based housing association based in and around the London boroughs of Bromley and Bexley. We own and manage 626 homes, with 66 more due to be handed over in Spring of 2025. This includes homes that we own and those that we manage as part of an exciting new partnership with the London Borough of Bromley. Our aim is to make a difference every day and have a positive impact on both the lives of our residents and 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 team are undoubtedly our greatest resource. We like to work hard but have fun while we do it, so it's a great place to work.

We are in an exciting phase of our future. In 2023 we took over another small housing association and in July of this year we entered into a long term partnership with the London Borough of Bromley to manage their housing stock on their behalf. This has meant that we have almost doubled in size over the last year and has enabled us to build our resilience and strengthen our business plan to face the challenges ahead.

Our residents and our values are at the heart of everything we do, and we expect every member of the team to support and drive this culture. Working within a small organisation means that you will have the unique opportunity to understand, and shape, the business inside out and make a real difference to both PCHA and our residents. This role is a critical and exciting one for the right person. You will be ambitious and able to think strategically whilst being comfortable rolling up your sleeves and getting your hands dirty! Supporting myself as Chief Executive, the Board and the Executive team more broadly will enable you to play a critical role in our future.

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. Additionally, the contract with the London Borough of Bromley will also see new homes coming under our management so there are exciting times

ahead! There is much to be done over the next couple of years and so we need a Director who will thrive in a fast-paced and challenging environment. We believe we punch above our weight and we want a Director of Finance & Corporate Services who can do the same!

We have a committed and enthusiastic staff team and we need a Director that can support PCHA and lead the team to deliver truly excellent services and deliver our vision. If you are skilled, ambitious, passionate, proactive, and keen to make a positive impact then this could be the role for you.

We recognise this is a key role and in order to get the right person we can be flexible about the hours/days worked and the package we can offer.

Should you wish to have an informal chat about the role, please call our recruitment consultant Tony Clark, from The Housing Executive, on 020 7620 3048 or myself on 020 3434 5331.

Best wishes  
Karen

**Karen Cooper, Chief Executive**



# 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 can be 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*
  - Embed the Bexley residents into the PCHA business, ensuring they receive the same level of service and support
  - Embed the Bromley Contract residents and deliver the contract
  - Develop and deliver a range of services to meet the diverse needs of our residents
  - Deliver a proactive tenancy management service, to both support residents and protect PCHA
  - Develop a mature relationship with residents, ensuring there are clear responsibilities and expectations on both sides
  - Treat residents as individuals and provide enhanced support tailored to their needs
  - Offer more ways for residents to engage with us at a time and in a way that suits them and deliver solutions that improve customer satisfaction
  - Proactively seek, respond to, and learn from residents' feedback and complaints – being a “lessons learned” culture
  - Provide excellent customer service, treating residents with respect
  - Deliver communal services that maintain a high standard and deliver value for money
  - Ensure services reflect the diversity of our community
  - Measure and review our performance to ensure we are delivering added social value

- Be accountable to, and transparent with, our residents giving a range of opportunities for residents to scrutinise our performance and have a voice
- Carry out an annual Tenant Satisfaction Measures survey, reporting to residents with a clear improvement plan

## **Our Homes**

- ❖ ***Providing and maintaining homes we can be proud of***
- ❖ ***Providing homes that are decent, safe and green***
- ❖ ***Delivering more rented homes for the local community***
  - Develop and deliver a range of homes to meet the needs of the people in our communities
  - Know and understand all our assets across Bromley and Bexley and have an asset management strategy that ensures the most effective use of, and investment in, our stock
  - Aim to ensure our rents and service charges are considered by residents to offer good value for money
  - Maintain our homes to a high standard, ensuring homes are decent, safe and warm
  - Ensure our communal spaces are safe and pleasant places to live
  - Understand the costs of maintaining our homes now and in the future and make sound decisions around re-investment and or disposal
  - Ensure decisions about property investment are clear and transparent
  - Deliver a proactive responsive repairs service, ensuring clarity about our respective responsibilities
  - Have a clear focus on building safety and ensure we respond quickly to any H&S concerns raised by residents
  - Work towards improving energy efficiency in our homes and meeting the 2030 target to achieve Band C SAP rating in our homes and the 2050 carbon neutral target

## **Our Community**

- ❖ ***Making a positive impact in the wider community***
- ❖ ***Work in partnership with others to proactively support our residents and local community more widely***
  - Work collaboratively and develop effective partnerships to help us further our objectives
  - Ensure PCHA has a positive voice and reputation within the local community
  - Work with others to tackle homelessness and social injustice locally
  - Work in partnership to create sustainable communities
  - Build an active presence in both Bromley and Bexley boroughs

## **Our Business**

- ❖ ***Being a modern, agile, resilient and forward-thinking business***
- ❖ ***Maintaining financial strength, ensuring we have the resources to deliver our vision and objectives***
- ❖ ***Driven by our vision and values***
  - Safeguard, and make the best use of, our assets and resources
  - Improve data management across the organisation
  - Respond positively to changing economic, social and political environments and adapt effectively to changing markets and needs
  - Ensure our business reflects modern ways of thinking and working, with a focus on enhancing services
  - Make sound business decisions in line with our values, taking appropriate risks, to protect and develop the business
  - Improve productivity to release capacity to focus on the things that make a positive difference



- Manage risk in proactive way to ensure our strategic objectives and business continuity are not jeopardised, ensuring we are agile in the face of emerging risks
- Work in an environmentally friendly way and seek to reduce our carbon footprint
- Be well governed and managed at all times

## **Our People**

❖ ***Building strong and positive relationships based on trust and mutual respect***

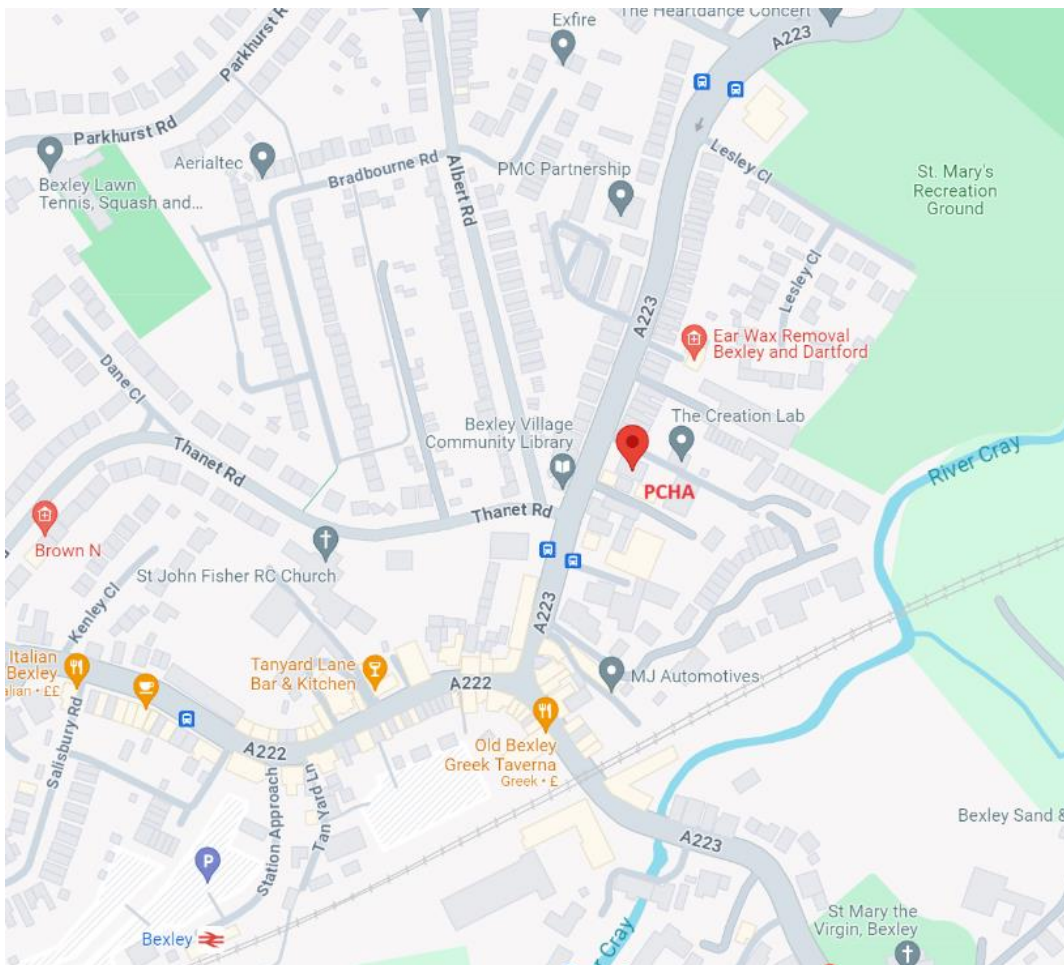
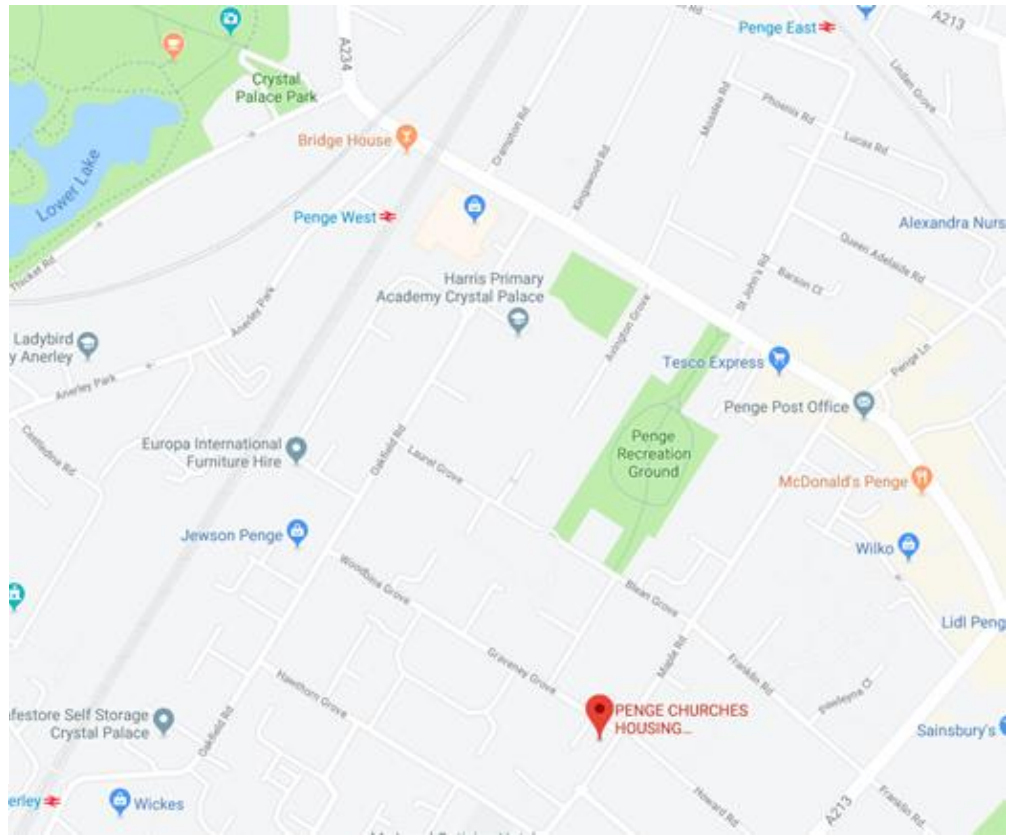
❖ ***Creating a culture of collaboration and shared accountability***

❖ ***Being agile, light of foot and resilient in the way we work***

- Embed the PCHA culture in the merged PCHA
- Create and maintain a vibrant, positive, forward-thinking team
- Develop a culture of accountability and responsibility amongst the team
- Offer a flexible and agile working environment that fits with individuals' personal commitments and lifestyle choices as far as possible
- Develop the staff and board team to ensure the business is well governed and managed
- Be a good employer that supports, engages and manages staff, with clear expectations on both sides
- Have a clear performance framework that supports excellence and drives up performance, with a focus on outcomes
- Embrace and celebrate the diversity of our team

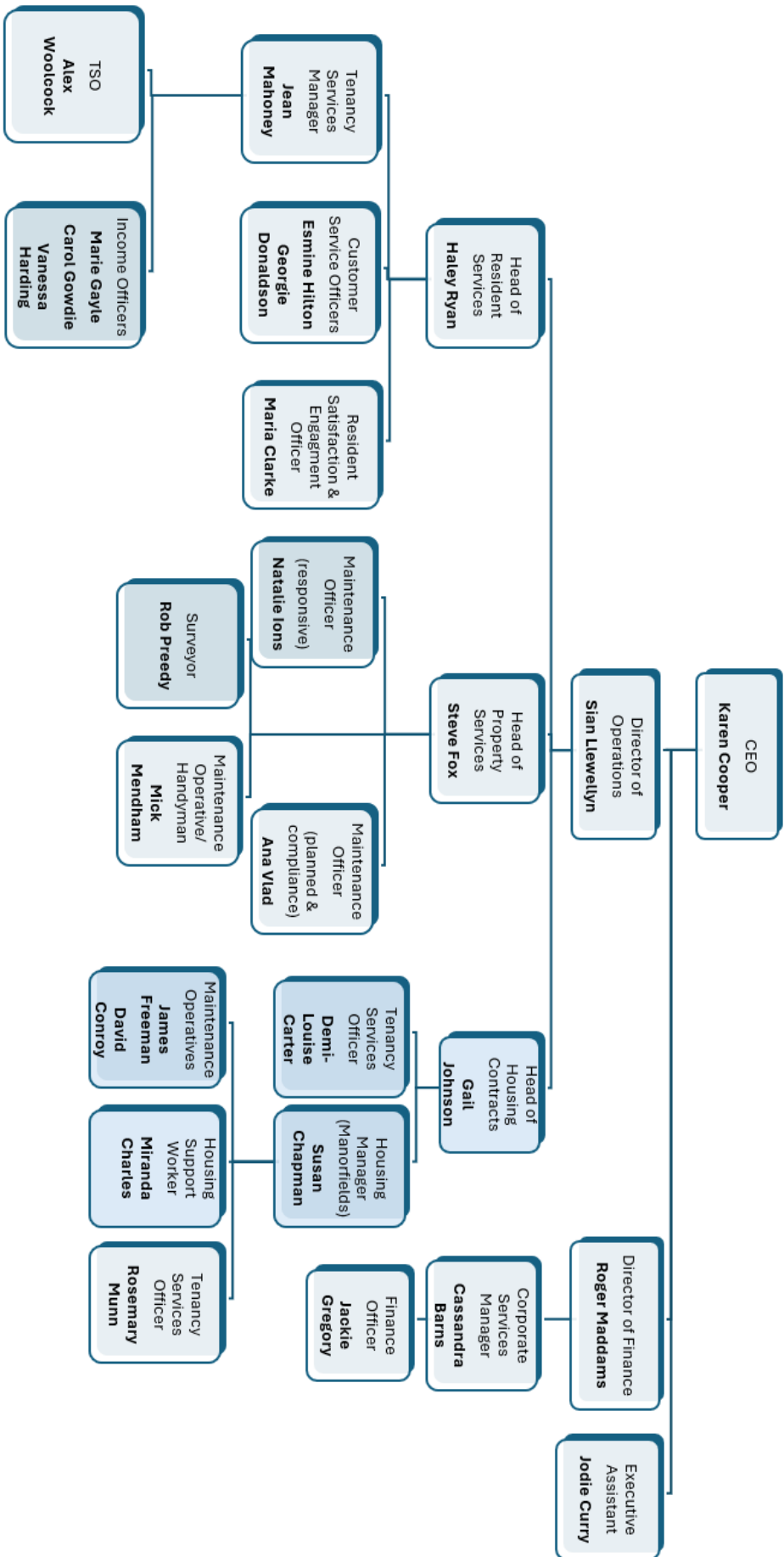
## About PCHA – Our Offices

**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.

# Structure Chart 2024







## Key Terms and Conditions

- Basic Salary circa £85k FTE (negotiable for the right person)
- Location: Agile working in place (main office is Bexley)
- Hours: 4-5 days (flexible working)
- 25 days annual leave plus public holidays (pro rata) plus 2 additional days at Christmas, increasing with length of service
- Company Defined Contribution Pension Scheme (Employer contribution 10%)
- Salary Sacrifice scheme
- Ability to buy/sell leave (5 days)
- Employee Assistance Programme
- Contribution to professional subscriptions and development
- HSF Health Plan with Perkbox rewards

# Job Description and Person Specification

## Job Description:

### SUMMARY OF POST

Working closely with the Chief Executive and Board, this post will provide sound financial management, leadership and strategic direction, ensuring that the Corporate Plan and associated business objectives and strategies are appropriately developed and resourced. The postholder will play a pivotal role in driving the business forward and helping PCHA realise our vision for the future.

### 1. Key Tasks

- 1.1 Ensure proper financial and accounting records in respect of rents, salaries, pensions, payments and general finances are maintained in accordance with policies, procedures and accounting and regulatory standards.
- 1.2 Ensure that strategic objectives, key corporate projects and operational targets are achieved.
- 1.3 Produce high quality annual budgets and accounts, maintaining excellent relationships with auditors, funders and professional advisers.
- 1.4 Establish and maintain robust financial monitoring, forecasting and reporting systems to ensure that financial targets, regulatory requirements and loan covenants are met.
- 1.5 Develop and deliver a robust treasury strategy to ensure that financial resources, including competitive debt financing, are constantly available to deliver strategic objectives for investment and operational needs.
- 1.6 Provide strong management of the finance and corporate services in terms of performance, compliance, efficiency and service.
- 1.7 Maintain a high level of external focus; being aware of innovation and opportunities that can support, and risks that can challenge, the delivery of our strategic objectives.
- 1.8 Develop and sustain excellent relationships with board members (and in particular the Chair of the Finance & Audit Committee) and key stakeholders, including funders, treasury advisers, credit rating agencies, bankers, regulators and auditors.



- 1.9 Develop and deliver the financial and business plans to ensure continued long term financial viability and enable the corporate plan to be delivered.
- 1.10 Ensure that prompt corrective action is taken where financial targets, standards and expectations are (or are at risk of) not being met.
- 1.11 Provide a customer focused service to the business which supports budget holders to achieve expected financial results.
- 1.12 Take a corporate lead on embedding value for money throughout the organisation ensuring that it achieves optimal benefit from resources and assets, maximising economy, efficiency and effectiveness in the delivery of strategic objectives.
- 1.13 Ensure the development and integrity of a robust framework of controls that is regularly tested and is aligned with business risks and priorities.
- 1.14 Procure appropriate insurance to cover the organisation, its people and assets.
- 1.15 Ensure the development and maintenance of a comprehensive asset and liability register
- 1.16 Manage the financial, ICT and other office systems of the organisation, ensuring they are fit for purpose.
- 1.17 Oversee all internal and external audit processes.
- 1.18 Maintain and regularly update the organisations risk map risk appetite
- 1.19 Service the Finance, Audit & Risk Committee and Board as appropriate, ensuring good governance is observed at all times.
- 1.20 Ensure that the organisation meets and adapts to all statutory, regulatory and contractual obligations.
- 1.21 Act as the Company Secretary, co-ordinating and submitting regulatory and statutory returns as required.
- 1.22 Regularly monitor and report on performance against external benchmarks, standards and performance indicators.

## **2 General**

- 2.1 To work flexibly and positively as part of a small team, covering the day to day financial management in their absence.

- 2.2 To deputise and act as PCHA's Chief Executive in the absence of the CE or for specific occasions.
- 2.3 To put residents first at all times, providing a high standard of customer service both internally and externally.
- 2.4 To adhere to the spirit and requirements of PCHA's equal opportunities and other policies.
- 2.5 To represent PCHA at internal and external meetings as required portraying a professional image at all times.
- 2.6 Stemming from the size of the organisation, balance the strategic aspects of the role together with 'hands on' duties, including providing cover for absent colleagues.
- 2.7 To exercise a duty of care with respect to the health and safety of all.
- 2.8 Demonstrate the highest personal standards of integrity and conduct at all times.
- 2.9 To undertake any other reasonable duties that may be required from time to time.

**Note:** This job description is a broad summary of the role; it does not cover every issue or task which may arise within the post at various times. The post-holder is expected to work flexibly and carry out other duties as required from time to time.



## Person Specification:

1	Education and Qualification	Essential	Desirable
1.1	Relevant degree in finance, accounting, business administration, or a related field.		✓
1.2	Qualified accountant (ACCA, CIMA, ACA, CIPFA) with significant post-qualification experience.	✓	
2	Knowledge and Experience		
2.1	Proven track record in financial management at a senior level, preferably within the housing association.	✓	
2.2	Minimum of 3 years of experience in a senior finance role, ideally within a small or medium-sized organisation	✓	
2.3	Strong understanding of financial regulations, compliance, and risk management, particularly in the context of housing associations.	✓	
2.4	Experience of developing long term financial plans, organisational budgets and delivering outstanding financial results	✓	
2.5	Experience of treasury management and raising private finance		✓
2.6	Knowledge of risk management frameworks and practices.	✓	
2.7	Experience of leading, managing and coaching individuals and teams	✓	
2.8	Experience working with boards, presenting complex financial information, and supporting strategic decision-making	✓	
2.9	Experience in corporate services management, including IT and governance function, preferably experience acting as Company Secretary		✓
2.10	Understanding of the legal and regulatory framework for housing associations, including governance best practices	✓	

3	Skills and Ability		
3.1	Strong business acumen with the ability to assess risks and identify opportunities in order to deliver the organisations aims	✓	
3.2	Able to make, and be accountable for, sound operational and financial judgements and advice	✓	
3.3	Strong analytical skills, with the ability to interpret complex financial data and provide clear, concise recommendations	✓	
3.4	High level of IT literacy and a champion of digital technology	✓	
3.5	Ability to work strategically while managing day-to-day operational details		
3.6	Excellent presenting, communication, influencing and negotiating skills	✓	
4	Behaviours	Essential	Desirable
4.1	<b>Builds strong relationships</b> <ul style="list-style-type: none"> <li>• Works collaboratively and is supportive to colleagues</li> <li>• Builds effective and positive external relationships</li> <li>• Is fair minded, inclusive and non-judgemental</li> <li>• Is positive with has a can do approach</li> </ul>	✓	
4.2	<b>Delivers excellent customer service</b> <ul style="list-style-type: none"> <li>• Is proactive, solution focussed and willing to go the extra mile</li> <li>• Treats people as individuals and tailors their approach wherever possible</li> <li>• Communicates in a way that is appropriate, timely, clear and accurate</li> <li>• Is able to say no in a positive way</li> <li>• Is reliable and keeps promises</li> </ul>	✓	
4.3	<b>Acts with Integrity</b> <ul style="list-style-type: none"> <li>• Takes responsibility for own actions and mistakes</li> <li>• Is accountable for decisions and doesn't pass the buck</li> <li>• Is open, honest and trustworthy</li> </ul>	✓	

4.4	<b>Planning and Organisation</b> <ul style="list-style-type: none"> <li>• Plans and prioritises own work effectively</li> <li>• Meets deadlines and responds in a timely manner to requests/emails</li> <li>• Thinks things through to come up with effective solutions</li> </ul>	✓	
4.5	<b>Strategic Leadership</b> <ul style="list-style-type: none"> <li>• Acts as a role model and inspires confidence</li> <li>• Leads teams to achieve organizational vision and strategic objectives</li> <li>• Acts in the interests of the organization as a whole – sees the big picture</li> <li>• Leads in terms of compliance with regulation and internal policies/targets</li> </ul>	✓	
4.6	<b>Decision making</b> <ul style="list-style-type: none"> <li>• Makes appropriate and timely decisions that are evidence based</li> <li>• Thinks things through to come up with effective solutions</li> <li>• Able to make difficult decisions even in times of change/challenge</li> <li>• Owns and communicates difficult decisions</li> </ul>	✓	
4.7	<b>Being Ambitious</b> <ul style="list-style-type: none"> <li>• Ambitious for the future of the organisation, seeking to deliver a greater range of services to more people within our communities</li> <li>• Prepared to take measured risks to drive improvements and growth</li> <li>• Creative and open to new ideas</li> <li>• Embraces change and respond positively to new opportunities</li> </ul>	✓	



4.8	<b>Developing the team</b> <ul style="list-style-type: none"> <li>• Develops, supports and manages people to drive up performance</li> <li>• Takes a robust approach to tackling poor performance</li> <li>• Develops people strengths and addresses weaknesses</li> <li>• Fosters cross team working and collaboration</li> <li>• Creates a positive working environment</li> </ul>	✓	
<b>5</b>	<b>Commitment / Other</b>	<b>Essential</b>	<b>Desirable</b>
5.1	Ability to work flexibly including some evenings	✓	

## **Advert**

### **Director of Finance and Corporate Services**

**4-5 days per week (flexible)**

**Office – Bexley – hybrid working**

**Salary circa £85k pa**

PCHA is a successful, small community-based registered provider of social housing based in Bexley and Bromley in Kent. We own and manage nearly 700 homes and we are passionate about working together with our residents and making a positive impact on our community.

We are seeking to recruit a highly skilled, flexible and enthusiastic Director of Finance & Corporate Services to deliver our finance and other corporate support services at both an operational and strategic level. Acting as Deputy Chief Exec and Company Secretary, this is a critical and exciting new role for the right person, with lots of scope to play a key role in supporting the Chief Exec and Board to drive the organisation forward. Working within a small organisation means that you will have the unique opportunity to understand, and shape, the business inside out and make a real difference to the organisation and our residents.

We are looking for a fully qualified finance professional, preferably with housing sector experience, with a positive approach and strong strategic leadership skills. We need a great communicator who will act as an ambassador for PCHA, forging and sustaining strong relationships with board members, lenders, regulators, and other key stakeholders. As well as strong business acumen, technical skills and a commitment to customer service, the successful candidate will embody the vision, values and ambitions of PCHA and motivate the team accordingly.

The successful candidate will support PCHA to:

- deliver a strong operational financial performance
- strengthen our long term financial viability and ensure we can deliver the Boards vision
- make the best use of the association's resources, maximising value for money
- ensure our ICT and other systems support the organisational objectives
- ensure the governance structures are appropriately supported

- manage risk effectively to achieve our goals

If you would like to find out more about the role please contact Tony Clark at The Housing Executive on 020 7620 3048 or [rec@thehousingexecutive.com](mailto:rec@thehousingexecutive.com)

Visit [www.pcha.co.uk](http://www.pcha.co.uk) to find out more about PCHA

## How 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
4. Two referees – one of whom should be your current/most recent employer

### Supporting Statement:

5. Experience / knowledge / skills – and how you meet the person specification
6. 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: [rec@thehousingexecutive.com](mailto:rec@thehousingexecutive.com)**

**Closing Date:** 9am on Monday 9<sup>th</sup> December

**First Interviews:** W/c 16<sup>th</sup> December 2024

**Online Exercises:** (Final Stage candidates): by Monday 6<sup>th</sup> January 2025

**Second Interviews:** Friday 10<sup>th</sup> January 2025

## **Equality and Diversity**

Complete the Equal Opportunities Monitoring form. It is not mandatory to complete this form. The information requested is purely for monitoring purposes in line with our commitment to equality and diversity and will not affect the outcome of your application. You can download a monitoring form by clicking [here](#).