Delivering on our promises

Forest HR

Recruitment information pack

Board and Committee Member opportunities

July 2026

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Dear applicant

Independent Committee Member recruitment

Thank you for your interest in these rewarding opportunities to join ccha created as some of the existing members reach the end of their tenure.

We enclose information to help you find out more about ccha and the role of Independent Committee Member that ccha are looking to fill together with details of how to apply. There is, of course, a wealth of additional information on the ccha website.

We acknowledge all applications, therefore if you do not receive confirmation of receipt within 2 days of sending, please call Heather Taylor on 07779 629455 to ensure that it has arrived safely. Please use a secure email address from which to send your application as our system may filter out emails if it believes them to have been sent from unsecured sites. To avoid last-minute IT issues, we also suggest that you allow yourself ample time to submit your application in advance of the deadline.

Applications must be received by noon, **Wednesday 29th July.** Details of the key dates for the recruitment process can be found on page 12 of this information pack.

If you wish to have an informal discussion about either or both roles or if you have any questions, please contact me directly by email in the first instance on sue@foresthr.co.uk.

We look forward to hearing from you and hope that you decide to apply.

Kind regards,

Sue Manning

Sue Manning
Director, Forest HR

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A full copy of this information pack, Board Member skills matrix self-assessment and the equal opportunities monitoring and declaration of interests forms can be downloaded from both:

www.ccha.biz/about-us/working-for-us and

www.foresthr.co.uk/recruitment/

WELCOME LETTER FROM THE CHAIR

Dear applicant

Board opportunities with ccha:
Independent Committee Member roles

Thank you for taking the time to find out more about these exciting and influential roles. Joining a housing association Board or Committee can be demanding at times, but it is also very rewarding and enjoyable.

ccha has achieved a V1, G1 and C1 as the outcome from a recent inspection with the Regulator of Social Housing. This is a strong and affirming outcome for ccha, reflecting the hard work, commitment and professionalism of all colleagues in the organisation. It is a challenging time for our sector, and we remain committed to delivering on our business plan ccha2030 and ensuring we have sound systems and practices in place to remain financially strong, proactive and resilient in a changing regulatory environment.

ccha is committed to remaining true to our vision of “Delivering on Our Promises” and our four CARE values. We want to increase the number of homes we own but recognise there is always a need to build communities where people choose to live and work. However, none of this should be at the expense of our existing customers who are at the heart of all we do.

Our Board and Committees are passionate about making a contribution and we are looking for 2 new Independent Committee Members to join our Development & Assets and Audit and Risk Committees, ideally offering experience in residential development, assets, commercial, community services and risk & assurance. Experience of leadership, an understanding of the role of the Board, Committees and governance and being strong team players will also be an advantage.

If you are interested in joining us, in taking on a leadership role that will help us to continue to make a real difference in our communities and in helping to shape our future and to achieve our plans, then we look forward to receiving an application from you.

Kind regards

Maureen Adams
Board Chair

ABOUT US

We currently own and manage over 1500 homes across four London Boroughs Croydon, Bromley, Merton and Sutton and aspire to build more quality homes and to continue to have a positive impact across the communities we serve. We provide a variety of homes including social housing and Shared Ownership. We also have a development company which undertakes for-profit sales to help us achieve our aim of developing more social housing units.

Our vision:

"Delivering On Our Promises".

Key to achieving our vision is ensuring that our business operates as efficiently and effectively as possible through getting the best use of our resources, and our Board, of course, are integral to our success.

Our mission:

We Enable Staff And Partners To Deliver Excellent Services For Our Residents And Provide More Quality Homes For Our Community.

We have set out our **Values** on page 5.

To help us achieve our vision, mission and values we have a five year business plan "ccha 2030" which sets out our customer centric approach to developing services, and our commitment to fund our development programme to create more affordable homes.

Our community investment

We have been rooted in the local community since our foundation in 1967 and are proud to continue to offer a range of initiatives to support our residents.

Our governance arrangements

The Board comprises the Chief Executive and 8 non-executive Board Members. All Board Members are also shareholders. Our additional 3 Leadership Team Directors leading our Customers, Finance and Resources and Homes directorates regularly attend Board meetings but are not members. Our Board Members also usually take on the membership of one of our three Committees. The Board are supported by Independent Committee Members that bring additional skills and breadth of experience to our committees.

We are currently looking for 2 Independent Committee Members, to join our Audit & Risk and Development and Assets Committee.

ccha is registered under the Co-operative and Community Benefit Societies Act 2014 (17772R) and the Homes and Communities Agency Registration No. LH0495. The Board has adopted the NHF Code of Governance and is fully compliant.

Values

ccha

C - Care

We care about our customers, staff and our wider environment

R - Resilient

We are resilient and effective in challenging times

A - Adapt

We adapt and embrace change to achieve our goals

E - Everyone

Our strength is in our unity with everyone playing their part

www.ccha.biz

ROLE PROFILE - BOARD AND COMMITTEE MEMBER

Purpose of Role

Determining our strategic direction, directing the affairs of the organisation, formulating and sharing responsibility for Board and Committee decisions, acting in the interests of the organisation and our customers to ensure we are a sustainable organisation that adds value to the communities where we work.

To uphold ccha's values at all times:

C – Care: We care about our customers, staff and our wider environment

A – Adapt: We adapt and embrace change to meet our goals

R – Resilient: We are resilient and effective in challenging times

E – Everyone: Our strength is in our unity with everyone playing their part

Responsible to

Chair of the Board and/or Chair of relevant Committee/s

Term of Office

Board and Committee Members are appointed for a term of office of up to three years, which can be renewed for a second term subject to satisfactory performance. In exceptional circumstances, Members may be appointed, on an annual basis, for up to a further three years.

Remuneration

£3,400 per annum in respect of duties as a Board Member and £1,900 in respect of duties as an Independent Committee Member.

Key Role Relationships

External: To maintain and develop good relationships with residents, shareholders, the local authorities we work with, partners, the Regulators, our lenders and other agencies relevant to the work of the Board.

Internal: To maintain good relationships with other Members of the Board and/or Committee, the Chief Executive and other senior members of staff.

Key Responsibilities

1. To oversee and set the long- term strategic direction for the organisation;
2. To ensure that the Board/Committee fulfils its duties and responsibilities for the proper governance of the organisation including compliance;
3. To ensure the integrity of the financial information and that an effective business plan and budget are in place;
4. To ensure that performance is monitored and managed through internal controls and delegation;
5. To oversee the risk management framework and consider the appropriate risk appetite for the organisation.

Duties and Tasks to Fulfil the Key Responsibilities

To oversee and set the long-term strategic direction for the organisation

- To collectively set the strategic objectives and high-level policies for the organisation;
- To contribute to establishing a framework for approving strategies, policies and plans to achieve those objectives;
- To uphold and promote our culture, values, core policies, purposes, and objectives.

To ensure that the Board fulfils its duties and responsibilities for the proper governance of the organisation including compliance

- To act reasonably and always in the best interests of the organisation, and comply with our code of conduct to ensure your behaviour as a Board and/or Committee Member adheres to our values;
- To contribute to and share responsibility for decisions of the Board and any Committee of the Board of which you are a member;
- To provide oversight and direction to the Chief Executive and senior officers and to challenge colleagues constructively;
- To satisfy yourself that the organisation's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity;
- To engage effectively with key stakeholders as required;
- To ensure the organisation complies fully with the National Housing Federation's code of governance, policies, procedures and standing orders;
- Declare any conflicts of interest that may influence your work as a Board and/or Committee Member in any way.

To ensure the integrity of the financial information and that an effective business plan and budget are in place

- To satisfy yourself as to the integrity of financial information;
- To agree new or restructured borrowing facilities and ensure that all loan covenants are complied with;
- To approve each year the financial statements and annual report prior to publication;
- To ensure suitable budgets; annual business plans and long-term financial plans are in place.

To ensure that performance is monitored and managed through internal controls and delegation

- Ensure there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the organisation is performing;
- To ensure that internal controls and systems are audited and reviewed regularly;
- To participate in regular reviews of Board performance and Member appraisals, to participate in development and training, and in other learning activities as required.

To oversee the risk management framework and consider the appropriate risk appetite for the organisation

- To determine the organisation's risk appetite, ensure major risks are reviewed regularly, and an effective risk management framework is maintained;
- To ensure effective stress testing procedures are in place and used to give business assurance and provide robust governance.

PERSON SPECIFICATION - BOARD AND COMMITTEE MEMBER

Knowledge and Experience

- Experience of operating at a strategic level within a service organisation;
- Governance experience, with knowledge of good governance practice;
- Excellent understanding of financial management, accountancy, business and long-term financial planning and treasury management.
- Awareness of our key stakeholders and experience of good practice in relationship management and accountability frameworks;
- Awareness of development, property procurement and contracting, asset management, maintenance and investments.

Skills and Abilities

- Strategic planning skills, able to develop strategic vision, and encourage others to contribute to this;
- Able to assess risk and promote risk awareness without being risk averse;
- Able to challenge constructively while respecting the roles, views and feelings of others, with a wider vision to raise standards across the organisation;
- Able to probe, assess and solve problems;
- Able to understand complex factual and statistical information;
- A commitment to keeping abreast of current developments and thinking in the sector including matters relating to housing, support, social policy, regulation and investment;
- IT literate and comfortable using e-mail and electronic Board/Committee papers.

Personal Attributes

- A willingness to commit to the Regulator’s Code of Conduct;
- A commitment to represent our interests and not individual or other group interests;
- A willingness to sit on the Audit and Risk Committee, People and Governance Committee or Development and Assets Committee.
- To respect confidences;
- To work as part of a team and make collective decisions.

Time Commitment - The ccha Board meets six times a year (usually at 3pm), the Audit & Risk Committee four times a year (usually at 3pm), the Development Committee four times a year and the People and Governance Committee two times a year. There are two strategic planning days, and everyone is expected to attend a stock tour annually, there are other informal events. The annual calendar of meetings is agreed for 2026.
• Time to prepare for and attend meetings of the Board and appropriate Committee/s if appointed and deal with other issues applicable to the role; • Available for ad hoc discussions and urgent business; • Given the nature of the role and the remuneration package, we would expect the candidate to live within a reasonable commuting distance from Croydon.

ccha Delivering on our promises	**Croydon Churches Housing Association** **Board and Committee Member – General Core Competencies –**
Core Competencies	
Strategic Leadership	Demonstrates strategic vision; contributes to strategic planning, effective decision making and outcome monitoring
Team Working	Works effectively with Board Members, Committee Members and officers and accepts collective responsibility for Board decisions
Analysing and Scrutinising	Identifies the main issues and factors in reports and debates; evaluates risks and options and takes a balanced approach to problem solving
Group Decision Making	Contributes to debates constructively, listens to the views of others and is able to make clear, rational judgements
Personal Effectiveness	Ensures own performance meets the Board and Committee Member role requirements; is open to appraisal, learning and development; demonstrates integrity and maintains appropriate confidentiality
Equality and Diversity	Understands, values and promotes equality and diversity in the design and delivery of our purpose

KEY TERMS AND CONDITIONS
(For information purposes only)

Appointment	The initial term of this post is for a three year appointment. A subsequent term may be made at the expiration of the first. Generally, the continuous period of service will not exceed six years, although, on an exceptional basis, the Board may decide to make annual reappointments for up to a further three years.
Probation	A period of six months' probation will apply.
Personal development	To enable the proper fulfillment of the post we will encourage and provide opportunities for the post holder to develop and expand their knowledge and skills. Post holders are expected to demonstrate a commitment to continuous personal development.
Fees	All fees are per annum and are inclusive of expenses. Expenses for attending 2 x strategy days are paid in addition. Board Member, £3,400 p.a. Independent Committee Member, £1,900 p.a. Board and Committee fees are paid in 12 equal monthly payments and credited to the post holder's bank account. In addition, Board and Committee Members may claim reasonable out of pocket expenses, as outlined in the section below.
Travel	Travel costs to and from our offices are non-reimbursable (to meet current HMRC rules), but reasonable expenses will be paid for travel to training courses and conferences approved by us in advance. Board and Committee Members may claim car mileage at the prevailing HMRC rate. We will meet claims for parking fees if free parking is not available when attending external events on our behalf.

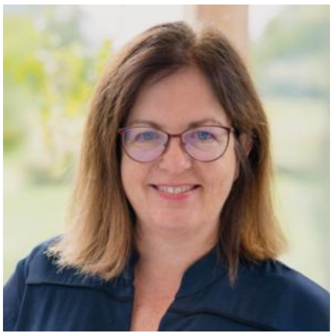
OUTLINE PROCESS AND KEY DATES

How to apply:	Download information pack, from either: www.ccha.biz/about-us/working-for-us/ www.foresthr.co.uk/recruitment/ Apply by providing: • An up to date CV covering both your leadership experience together with any experience in non executive roles. • A brief supporting statement and completing the skills matrix self-assessment. • Not part of the formal selection process, it would also be appreciated if you could complete our equal opportunity monitoring and declaration of interests forms. Copies of these forms are available for you to download separately. Please indicate which role(s) you are interested in i.e. the Audit & Risk or Development and Assets Committee. Please send your application to talent@foresthr.co.uk
Closing date:	Noon, Wednesday 29th July, 2026
Interviews:	Interviews – on site at the ccha offices in Croydon on Thursday 6th August.

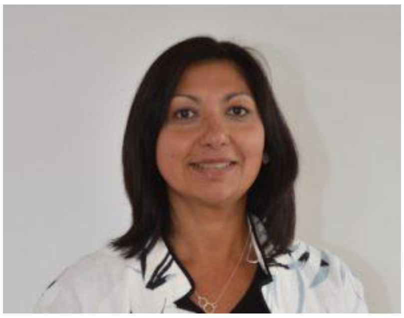
BOARD AND INDEPENDENT COMMITTEE MEMBERS

ccha is overseen by a Board that monitors how we deliver services to residents, sets our strategic direction and establishes plans to achieve our key objectives. The Board provides systems of control and a framework of delegation to the Leadership Team and staff. As a provider of social housing, we are regulated by the Regulator of Social Housing.

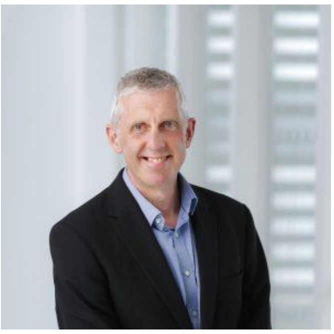
Board Members



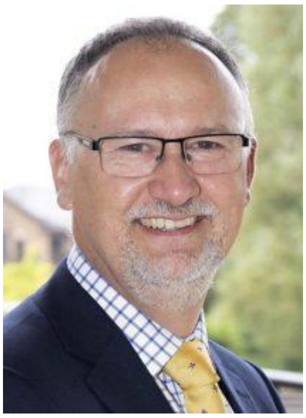
Maureen Adams, Board Chair and member of People and Governance Committee



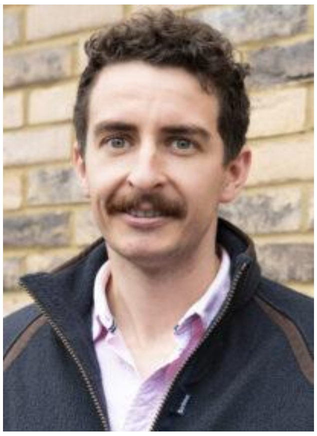
Tracy Cullen, Chief Executive & Board Member



Bruce Shelerdine, Board member, Development and Assets Committee member



David Hall, Board member and Chair of Audit and Risk Committee



Christopher Newman, Board member and Development & Assets Committee member

Adam Clark, Board member and Audit and Risk Committee Member

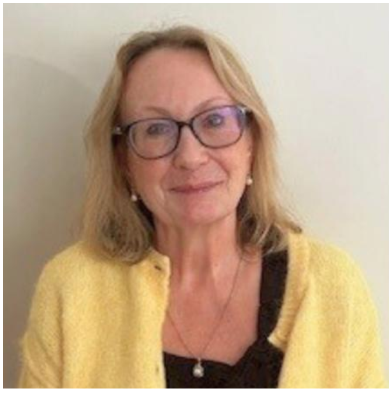
Matthew Hayday, Board member and Chair of People and Governance Committee

Sam Simon, Board Member and People and Governance Committee member

Julian Chun, Board member and Chair of Development and Assets Committee

Independent Committee Members

Felicity Gentle, Independent Committee Member of Development and Assets Committee



Tracey Tibos – Independent Committee Member of Audit and Risk (moving to Board member from November 2026)