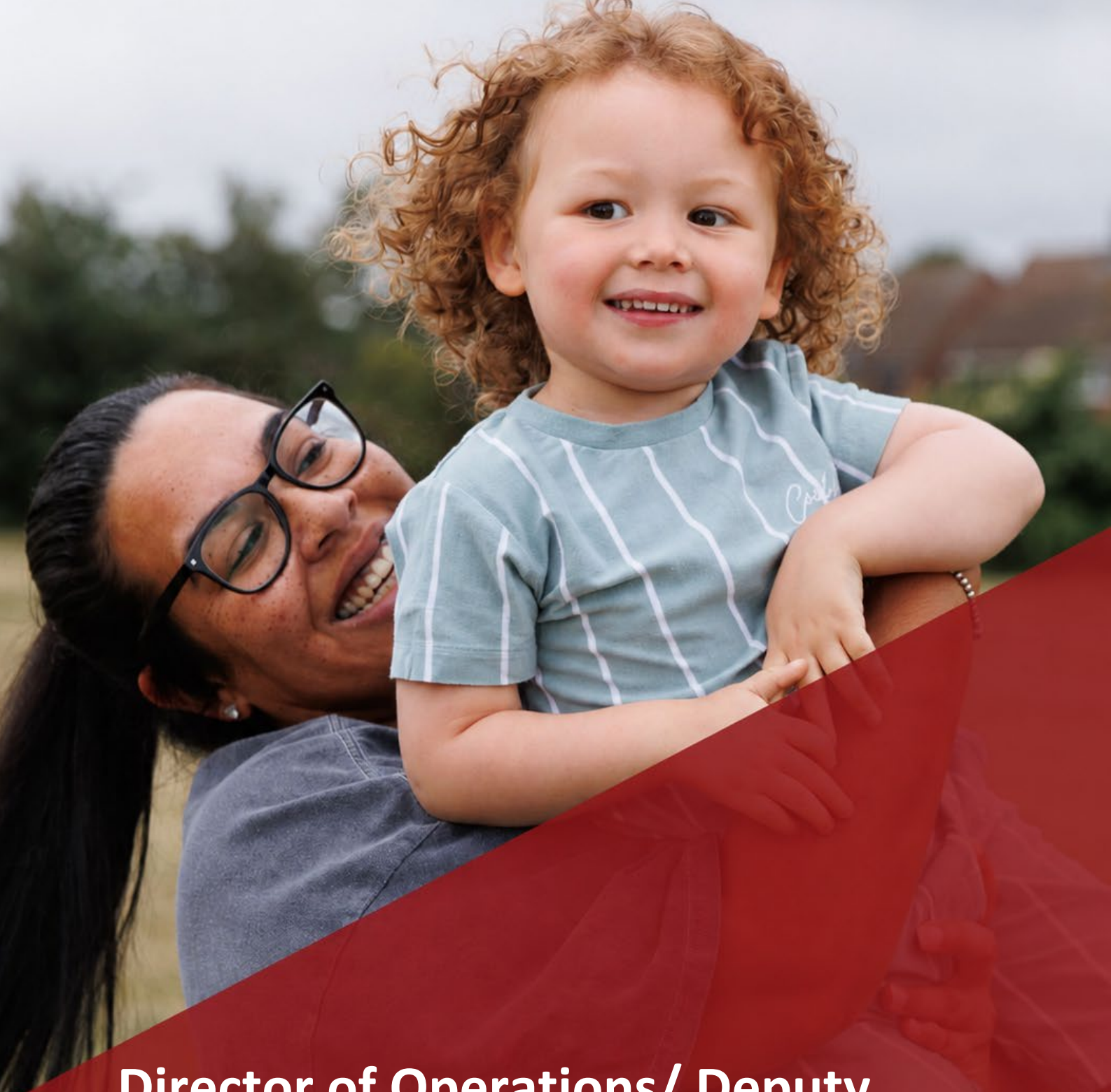

Director of Operations/ Deputy Chief Executive

Recruitment Pack | August 2026

CAMPBELL TICKELL

PCHA
CONNECTING COMMUNITIES

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Your application

Thank you very much for your interest in the **Director of Operations / Deputy Chief Executive** role at PCHA (Penge Churches Housing Association).

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 the 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 it aligns with what PCHA is looking for.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any NED posts; and 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; 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.

- 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 Thursday 10th September 2026. Please ensure we receive your application in good time.

To have a further discussion drop me an email at the address below and we can arrange a time to speak.

Kind regards,

Hayley

Hayley Sheldon

Executive Search Consultant, Campbell Tickell

Hayley.sheldon@campbelltickell.com

Welcome to PCHA

Thank you for your interest in becoming the new Director of Operations/ Deputy Chief Executive at PCHA (Penge Churches HA). This is a fantastic opportunity for an ambitious, passionate senior housing professional to join our team and make a real difference to our residents and staff in an organisation that is always looking to challenge itself to do more, and better, for those we serve. Our residents are at the heart of our business and we aim to make a positive impact in all we do; we punch above our weight and want an Operations Director/Deputy Chief Exec who can do the same.

We are a small, community-based housing association with a strong sense of purpose, clear values, a supportive Board, and an ambitious outlook for the future. While we remain a relatively compact organisation, we have high standards which we are proud to be stringent about upholding and constantly challenge ourselves to be better. We have a track record of growth that reflects our ability to deliver on our ambition, and we are not afraid of taking on new opportunities where they align with our vision and values. In recent years, this has included bringing Bexley Community Housing Association into our organisation, and the expansion of our housing management work through a long-term contract with Bromley Council. We are proud to be an organisation that is value driven, financially sound, operationally ambitious and light of foot. PCHA is not a place for standing still. It is a place for those who want to make a real difference in an organisation that is constantly growing and evolving.

This role offers the chance to join PCHA at an exciting and important moment. We are looking for a leader who can combine strategic insight with strong operational confidence, someone who is comfortable shaping direction, supporting and leading a capable team, and stepping into the detail as needed. In a small organisation like ours, leadership means being hands-on, adaptable, and ready to respond to both day-to-day realities as well as retaining a focus on long-term priorities and strategy. Relationship building and excellent communication skills are critical. For the right person, this is an opportunity to play a central role in the next phase of PCHA's development, helping us to strengthen the organisation, support our people, and contribute to the executive team with real scope and impact.

As Operations Director/Deputy Chief Executive, you will bring a blend of strategic and operational leadership qualities and the ability to help us in driving the growth and ambition of our organisation while not losing sight of our current residents and homes. If you share our ambition and values, bring passion for making a positive impact on our community, and are excited by the prospect of a leadership role in which you'll find yourself needing to pivot quickly from being across operational detail to long term strategic thinking, then this role might be a great fit.

If after reading this pack you'd like to know more, please do speak to Campbell Tickell, who are supporting us with recruitment to this critical appointment.

Best wishes,

Karen

Karen Cooper

Chief Executive, PCHA

About us

PCHA (Penge Churches Housing Association) is a highly ambitious, locally focused housing association with deep roots in the community. Founded in 1969 by a group of local churches, the organisation was created in response to increasing concern about housing conditions and a shortage of affordable homes in Penge and the surrounding area.

Today, PCHA's core purpose remains the provision of high-quality homes and holistic and responsive housing services that meet the varied needs of local people. This includes supporting residents with mental health challenges and learning disabilities, ensuring that housing services are accessible and inclusive.

Everything we do is guided by a commitment to improving residents' lives and strengthening our communities. We work closely with our residents and partners to create sustainable tenancies, foster thriving neighbourhoods, and deliver a positive impact for the people and communities we serve every day.

Geography and scale

Following more than five decades serving the London Borough of Bromley, PCHA expanded its reach in 2023 through the successful transfer of engagements from Bexley Community Housing Association (BECHA). Our commitment to growth increased the organisation's housing portfolio to c.410 homes located across Bromley, Bexley and Lewisham. These include a mix of housing types and sizes across these boroughs, including a small number of supported housing units.

In July 2024, PCHA expanded further, taking on a 10- year management agreement with the London Borough of Bromley to provide housing management services for c. 250 units of the Council's housing stock, including temporary accommodation.

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
- Being Ambitious
- Striving for Excellence
- Working in Partnership
- Behaving with Respect
- Being Kind

PCHA Strategic Objectives 2025-2028

Our Services – services we can be proud of

- Deliver excellent services
- Place residents at the heart of everything we do
- Support residents to thrive in their homes

Our Homes – places residents are proud to call home

- Maintain high quality homes where residents feel safe
- Create sustainable homes that are fit for the future
- Deliver affordable homes to meet housing need

Our Community – making an impact

- Be a partner of choice
- Work with others to tackle poverty and social isolation
- Be a powerful voice for change

Our Business – punching above our weight

- Be a bold and agile organisation that thinks ahead
- Use our resources proactively and effectively to create lasting impact
- Build on our reputation as an organisation that delivers

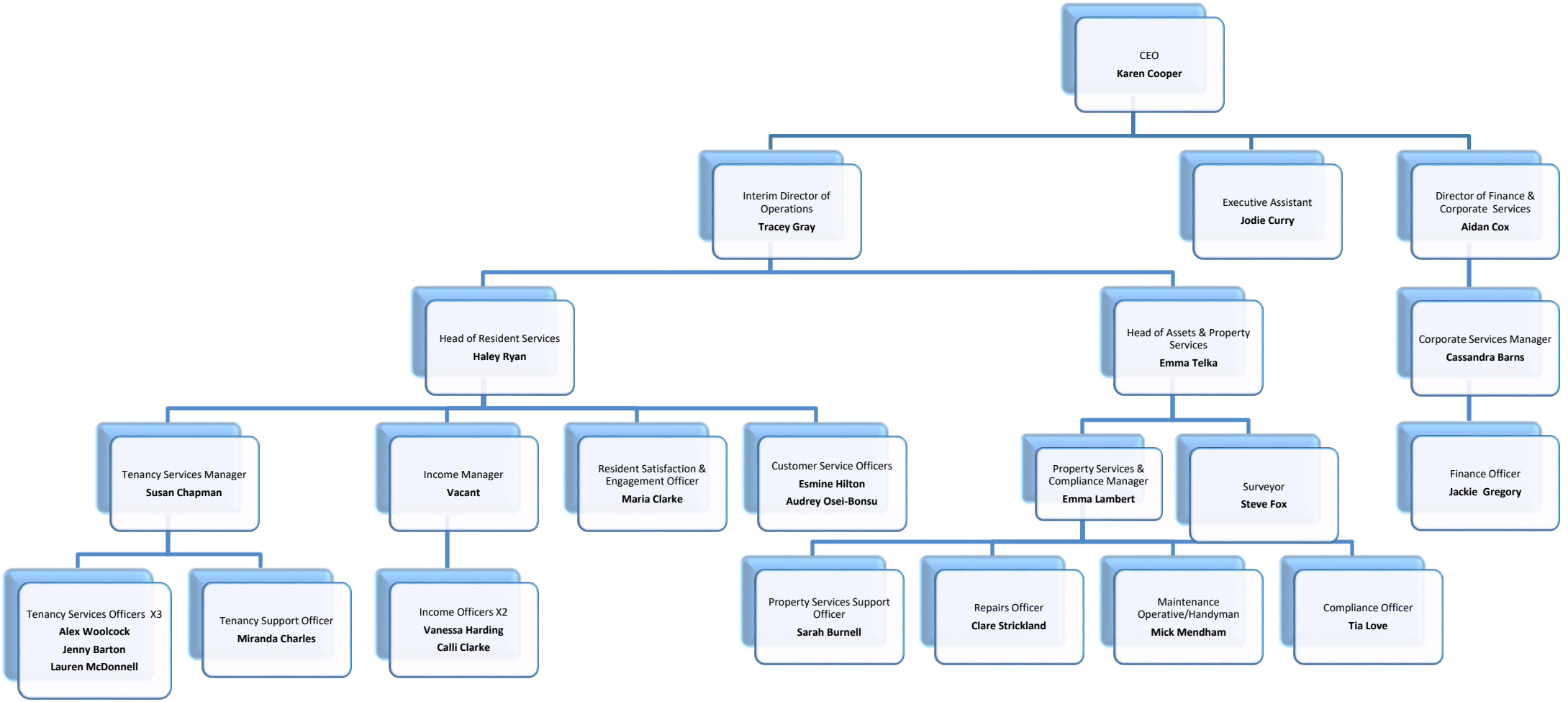
Our People - an organisation people are proud to belong to

- Be an employer of choice
- Maintain a positive working culture where staff can grow, learn and shine
- Embrace and celebrate the diversity of our people

Additional reading

- Annual Report here
- Financial statements 2024-25 here
- Corporate plan here
- Tenant Satisfaction Measures scorecard 2025-26 here

Organisation structure



PCHA
CONNECTING COMMUNITIES

Role profile

Reports to	Chief Executive
Line Management of	Head of Resident Services, Head of Assets and Property Services

Role summary

- The Deputy Chief Executive will work collaboratively with and deputise for the Chief Executive and provide proactive management and leadership.
- You will ensure both operational and strategic direction of the organisation, ensuring that the corporate plan and business objectives are appropriately delivered.
- You will play a pivotal role in driving the business forward and helping PCHA realise our vision for the future. As Deputy Chief Executive you will play a key part in the executive team ensuring PCHA is a sustainable, ambitious, dynamic and successful organisation.
- To put residents first at all times ensuring excellence in customer service.
- To lead on ensuring PCHA Values are reflected in the work of the team and that all services provided are delivered in alignment with PCHA values.

Key Objectives

Leadership and Strategy

1. Ensure strategic objectives, operational targets and key performance indicators are achieved.
2. Lead and deliver strategic priorities, ensuring excellent customer service across all areas.
3. Support the Chief Executive in the development of operational and strategic plans, as well as continually reviewing key strategies, ensuring any potential risks are mitigated and managed.

Strategic and Operational service performance

4. Ensure services are compliant with regulatory standards and that services are effective and responsive and they deliver value for money.
5. Oversee the effective procurement and delivery of our reactive, planned and cyclical maintenance service and health and safety programmes to the agreed timeframes and in line with resident's needs, prioritising safe and well-maintained homes.
6. Ensure that there is an effective and robust contract management system in place, including overseeing the compliance of all operational contracts.

7. Take responsibility for determining, monitoring and reporting on service performance standards across all our service, ensuring services remain effective and responsive to changing circumstances and demands.

Risk Management and Compliance

8. Ensuring data quality and data management is a priority and that the PCHA systems are utilised fully.
9. Regularly review operational processes and policies, ensuring that they remain compliant and that they reflect good practice.

Asset Management

10. In collaboration with the Chief Executive and Head of Assets and Property service, you will deliver an effective asset management strategy, ensuring our stock is maintained to the highest standards.
11. Proactively develop relationships with partnerships, working with key stakeholders to ensure effective coordination and delivery of services.

Stakeholder & External Relationships

12. Be pro-active in the development of key partnerships, working with key stakeholders to ensure the effective co-ordination and delivery of services with other organisations, agencies and partners.
13. Ensure the PCHA values are reflected in the work of the team and that all services provided are delivered in line with the PCHA vision and values.

Person specification

a) Degree level education or equivalent

b) CIH level 5 or equivalent, relevant professional body qualification (or willing to work towards CIH level 5)

c) Understanding of social housing regulation, governance, and compliance requirements

d) Minimum of three years senior leadership experience in social housing

e) Proven track record of delivering and driving up operational performance

f) Experience of working with boards or non-executive structures, presenting detailed data and supporting strategic decision making

g) Experience of leading, managing and coaching teams and individuals and the ability to proactively tackle poor performance

h) A track record of working proactively and positively with residents and customers to deliver excellent customer service

i) Experience of tenancy management, property services and resident engagement

j) A track record of leading and managing change

k) Experience of delivering health and safety compliance and action plans

l) Experience of developing asset management strategies and sustainability projects

m) Strong financial literacy and risk management skills

n) To have a hands-on and pragmatic approach suited to a small organisation

o) Ability to build strong relationships and work collaboratively and is supportive with colleagues

p) Acts with integrity, taking accountability for actions and mistakes and is honest and trustworthy

q) Having ambition for the future of PCHA and the ability to deliver a greater range of services to more people in our communities

r) Acts as a role model and inspires confidence, while always acting in the interests of PCHA

s) Strong decision-making skills with the ability to come up with effective solutions and able to make difficult decisions, even in times of challenge

t) A willingness to work flexibly to suit the requirements of the business

Additional Information

This job description outlines the current core requirements of the role and is not intended to be an exhaustive list of all duties. The position requires a flexible approach to working to meet the operational needs of the business.

Key terms and conditions

Remuneration

Salary is £90,000

Terms and Conditions

Pension

- Company Defined Contribution Pension Scheme (Employer contribution 10%)

Holiday

- 25 days' annual leave, plus public holidays and 2 additional days at Christmas, increasing with length of service.

Health & insurance

- Salary sacrifice scheme
- Ability to buy/sell leave
- Employee Assistance Programme
- Contribution to professional subscriptions and development
- HSF Health Plan with Perk box rewards

Working arrangements

PCHA operate a flexible hybrid working arrangement, which requires the postholder to be flexible around time working in office and at home as appropriate, according to business needs and the role.

Office location

PCHA's head office is in Penge in Southeast London at 99 Maple Road London SE20 8LN (within a 10-minute walk of Penge East, Penge West and Anerley stations). Location offers plenty of free street parking.

There is a secondary office in Bexley Village (DA5, within a five-minute walk from Bexley station). On-site parking available.

Key dates in the selection process

Closing date: Thursday 10th September at 9am

We will be in touch to let you know the outcome of your application by **Thursday 17th September**

First interviews: Monday 21st September

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held online via MS Teams.

Final stage selection

Shortlisted candidates will be invited to the following:

- **Stakeholder conversations: w/c 28th September | online**
- **Psychometric testing: w/c 28th September**
- **Final interviews: Thursday 8th October | in person**

Interviews will take place in person at PCHA offices in Bexley. Shortlisted candidates will be interviewed by a PCHA panel led by Karen Cooper, Chief Executive. Hayley Sheldon from Cambell Tickell will also be in attendance.

If you are unable to participate on any of the identified dates for interviews or other sessions, please do speak to Campbell Tickell before making an application.

Director of Operations/ Deputy Chief Executive

South East London/ Hybrid | £90,000 pa

PCHA is an ambitious and growing community-based registered provider of social housing. Based in Penge, South East London, we currently own and manage approximately 700 homes, including homes we own directly and those managed through our partnership with the London Borough of Bromley. We are proud to be rooted in our local communities, and passionate about working with residents to deliver excellent services and make a lasting, positive impact.

We are now seeking an ambitious and highly capable Director of Operations/ Deputy Chief Executive to help lead us through our next phase of growth and development. This is a role that will support the Chief Executive, and requires someone who can combine developed strategic leadership skills with strong operational expertise. You will help shape the direction of the organisation, drive performance through leading our fantastic teams, and get close to the detail when needed.

Specifically for this role we seek:

- Senior operations leadership experience gained in the social housing sector
- The honed leadership skills to build trust, influence others and bring people with you
- A genuine commitment to social housing, community impact and inclusive, resident-focused services

This is a distinctive opportunity to make a real and direct difference in people's lives, while helping to shape the future of a values-driven organisation with strong community roots.

You can download a job pack from www.campbelltickell.com/jobs. For further discussion please contact: Hayley Sheldon | Search Consultant: Hayley.Sheldon@campbelltickell.com | 07931 432 070

Closes | Thursday 10th September | 9am

CAMPBELL TICKELL

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