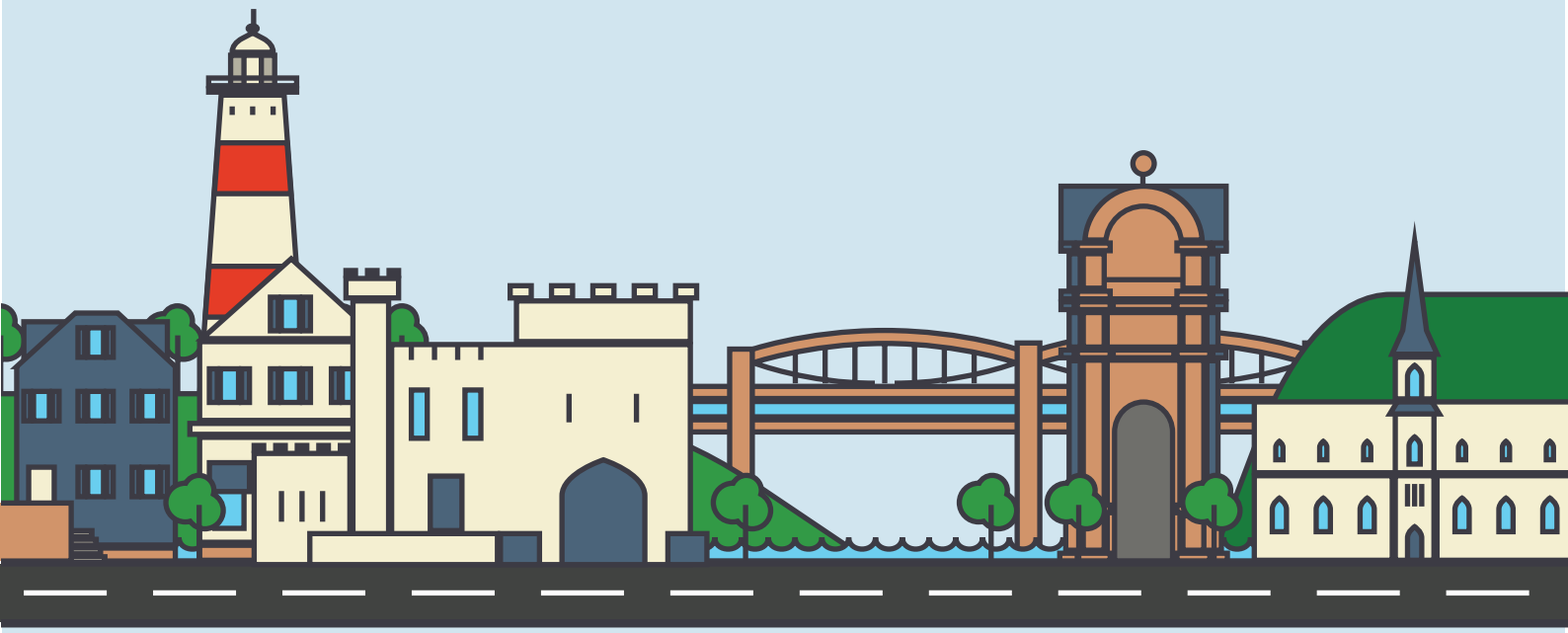



# Recruitment pack

## Head of Finance

Are you able to lead an effective and proactive  
Finance function?





Can you anticipate future financial needs, work to tight deadlines and meet with regulatory and legal requirements to make sure our financial arrangements support the organisation's ambitions?



# Introduction from Nick Jackson, Director of Business Services and Development

We are looking for a new Head of Finance to provide strategic financial leadership to ensure funding and plans are in place to allow PCH to fulfil its objectives, balancing its social purpose with commercial returns, operating with financial integrity and complying with regulatory, funding and legal requirements.

We've grown as an organisation over the last 11 years since we were established and are proud that we put residents at our heart and have a passionate commitment to the role and value of social housing in society. We also have a commitment to reduce our carbon footprint and implement green solutions where we can. Housing is one of the major areas where carbon reduction will need to be achieved to meet national targets of carbon net zero by 2050.

Plymouth Community Homes (PCH) is a great place to work, part of the social, economic and cultural fabric of the city of Plymouth and surrounding areas, providing homes for over 35,000 local residents.

This is a role within our senior management team and one that ensures we provide effective assurance to our Board, meet our legal requirements and support excellent business practices. It ensures that we can be clear on our long term viability and how the finances allow for operational planning to meet our objectives. A key part of this is making sure we look ahead to our future financing requirements and raise funds in a timely manner. This is also in the context of carrying out detailed stress testing of our plans, understanding what our key risks are and having clear plans to manage these should they crystallise.

The role is also essential in ensuring that we comply with all regulatory, accounting and finance standards and that we produce effective financial information to enable the daily management of the organisation as well as provide assurance to external stakeholders. It is critical in making sure we set rents and service charges correctly for our tenants and leaseholders, pay our suppliers effectively and lead on implementation of value for money strategies and reporting.

We are in a healthy financial position with an A+ credit rating from Standard and Poors and a V1 Viability rating from the Regulator for Social Housing.

Here at PCH we're really clear about one thing; all our staff have people at the heart of everything they do. Your experience and knowledge is incredibly important, but equally as important are your values. The way you treat people matters to us, the way you behave matters, the example you set matters and the role that housing has in improving lives and communities' matters. We take our values very seriously – we don't just talk about them, we live them.

For us that means caring about, respecting and listening to people, and above all else, doing the right thing. Strong finances enable us to achieve our social purpose and deliver on green initiatives where feasible. We have some commercial activities and whilst these are carried out to make a financial return, this is done to enable us to be better placed to meet our social housing objectives. This role is therefore important in bringing financial clarity and integrity so we do the right things.

Our next Head of Finance will be someone who is people focussed and can lead a multi skilled finance team, understands the importance of strong financial management and solid business planning and can determine the true purpose of financial returns for PCH.

This application pack will give you a good feel for the work you'll be expected to do, the standards we expect from our senior management team and the kind of organisation you'll be joining.

I wish you all the best with your application.



**Nick Jackson**  
Director of Business Services and Development

# About us



## Our refreshed business plan house

Plymouth Community Homes (PCH) is a high performing, efficient and effective housing business focused on providing good quality homes and services for people in the city.

We are Plymouth's largest social housing landlord with over 16,000 properties providing homes to over 35,000 people in Plymouth.

As well as affordable rent, we also offer shared ownership homes and are part of some of the largest housing regeneration projects in the South West, including the North Prospect regeneration programme.

We don't just own homes; we are also a commercial landlord with over 170 shops and our head office at Plumer House serves as a business centre which is home to long-term business tenants.



## About Plymouth

Plymouth, Britain's Ocean City, is one of the UK's most vibrant cities located along the beautiful South West coastline.

There's everything you'd expect to find from a modern yet historic city, including shopping, arts and entertainment, as well as a unique nautical past.

From Sir Francis Drake and the Spanish Armada to the Mayflower sailing in 1620, Plymouth has hundreds of years of history to uncover including the Barbican and Sutton Harbour with its quaint cobbled streets and picturesque harbour that is host to plenty of restaurants and shops to enjoy.

Located a short walking distance from the historic Barbican is the Plymouth Hoe, a beautiful green space overlooking the sea and home to the striking red-and-white striped former lighthouse, Smeaton's Tower.

Plymouth City Centre also offers excellent shopping including Drake Circus Shopping Centre as well as the West End with independent shops and the iconic Plymouth Market. Entertainment is always close by with a wide range of cinemas, restaurants, bars, museums, sports facilities and much more across the city, including the Royal William Yard, a collection of Grade I Listed military buildings converted to an array of homes and amenities.

Looking further afield, Plymouth also has mainline and local railway services as well as waterlinks to nearby Cornwall. You'll also find Dartmoor National Park on its outskirts with beautiful wild landscape for walking, cycling and exploring. Whatever the weather, there's always something to do in Britain's Ocean City.

# Job profile

## Head of Finance

**Responsible to: Director of Business Services and Development**

### Direct reports

Chief Management Accountant  
Corporate Finance Manager

System & Project Accountant  
Financial Controller

### Job purpose

To lead and manage the Finance Service, providing the strategic direction to the Director of Business Services and Development, the Executive Management Team, Boards and Committees to properly exercise their fiduciary duties and ensure short term and long-term business objectives can be met.

Working closely with the Director of Business Services and Development to ensure that an excellent Finance Service is provided including the following

- Financial strategy, business planning and risk management
- Treasury management including raising finance in lending and capital markets
- Statutory Financial Reporting, including subsidiaries
- Compliance with tax requirements
- Ensuring regulatory and funding compliance
- Financial management of pension arrangements
- Asset and development finance
- Project and investment appraisal
- Financial control framework, including budget and management accounting processes,
- Rent accounting, service charges, billing, income collection and payment of suppliers
- Value for money strategy and initiatives including benchmarking
- Financial policy development and advice
- Asset and Liability Registers and financial recovery planning
- Liaison with Auditors and professional advisors

To provide information, reports, presentations, advice and support to PCH Boards, Executive and other Management Teams on financial issues, providing options and making recommendations, so that PCH has the information required to secure funding and make strategic decisions.

To deputise for the Director of Business Services and Development as necessary.

To ensure that the department looks outside itself having an appropriate focus on meeting the needs of other departments, residents, customers and other stakeholders. Take a lead in establishing and maintaining effective internal and external relationships. Be an active member of the Senior Management Team for PCH involved in the creation and delivery of cross cutting business objectives.

This is a highly influential role which is important to the financial health and dynamism of the organisation.

### Job description

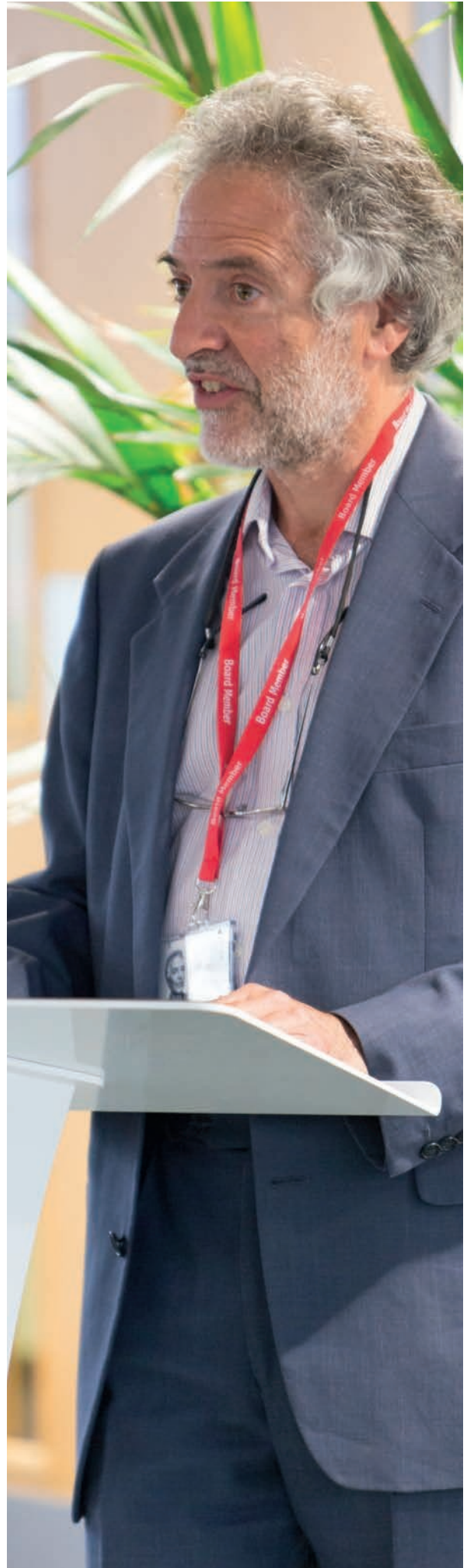
#### Financial Strategy and Planning

1. To lead on the development of all financial plans for PCH and its subsidiary companies as agreed with the Director of Business Services and Development ensuring that the financial model supporting the Strategic Business Plan is updated and there is full assessment of alternative business scenarios and comprehensive stress testing of associated financial risks and that mitigating actions and recovery planning options are clear and achievable.

2. To ensure there is robust financial assessment of development plans and that a range of development models are produced to evaluate capacity with a variety of forms of funding.
3. To ensure a robust financial assessment of asset management strategies is undertaken and to lead on the coherent development of asset management policies from a financial perspective.
4. To lead on the development, co-ordination and review of all PCH policies and strategies from a financial perspective, ensuring that there is integration of associated strategies – e.g., Asset Management Strategy, Development Strategy, Procurement Strategy, Value For Money Strategy.
5. To ensure the value for money strategy and performance links directly with business planning by ensuring that financial targets for PCH and its subsidiary companies are established and met. In particular to ensure that benchmarking returns are completed and that the Board, Executive and other management teams learn from the outcomes of benchmarking making recommendations to improve value for money and resource allocation.
6. To lead on the assessment of new business initiatives within the overall context of PCH's financial plans and company structures.
7. To take a leading role in supporting the Director in raising finance including the evaluation and assessment of alternative forms of funding.
8. To ensure investment/business case appraisals are completed across all departments and act in an advisory role to bring a commercial perspective within a social housing context.
9. To lead the budgeting and Business Planning processes, incorporating long term financial strategies which enable completion of corporate objectives whilst maintaining viability and complying with financial golden rules. Providing the Executive Management Team with options and recommendations to ensure the organisation can achieve its objectives or take corrective action.
10. To ensure financial policy and strategies are reflected in the Business Plan

### **Policy**

11. To lead on the assessment of the financial impact of organisational policies and to ensure that all policies include appropriate financial assessment / information, especially in the development and asset management policies.
12. To lead on the development of financial business planning, treasury and value for money policies and ensure these are communicated and understood in the finance department, the wider organisation and external stakeholders as appropriate.



13. To lead on the production of all financial policies, including Financial Strategy and Golden Rules, Treasury Policy, Rent Setting, Service Charges and others.

### **Treasury Management and strategy**

14. To actively contribute to the development and review of treasury management strategy and policy for PCH and its subsidiary companies so that long term finance can be secured, including ensuring that appropriate information is provided to enable effective decision making to ensure PCH meets its objectives.
15. Ensure interest, liquidity and other financial risks to the business are managed within the Board approved Treasury Policy and financial framework (Golden Rules and Financial Strategy) and that there is effective monitoring against funding agreements and covenants so that the Board and Executive understand the position and can take effective action to remain with them.
16. To ensure effective hedging strategies are in place to protect against risks, including the use of derivative instruments and the mix of types and blend of duration of funding.
17. To ensure effective exploration of different types of finance including bank lending, capital market finance and asset-based funding arrangements as well as other funding possibilities that may arise.
18. To ensure long term funding forecasts are produced and treasury controls are effective especially around transactions, counterparty risks and that short term cash flow forecasts are prepared accurately, on a timely basis and are reported appropriately.
19. To ensure PCH has an effective Financial Strategy and treasury policy and strategy; ensuring the impact on the credit standing of PCH (through formal Credit Rating or otherwise) is understood by the Executive and Board.
20. To liaise with the association's treasury advisors ensuring that their performance is managed to provide best value to PCH.
21. To liaise with the PCH's lenders and investors as necessary and ensure any returns required under funding agreements are submitted on time.
22. Ensure any credit rating process is effectively managed.

### **Financial Management**

23. To lead the delivery of robust financial management information and reports to the Board and Executive teams so that the financial health of the business can be managed to ensure objectives are met or corrective action taken.
24. To lead on the maintenance of the Asset and Liability Register, with effective Recovery Plans.
25. To lead on the production of management accounts and financial reports so that budget managers are enabled to effectively manage resources to meet business objectives.
26. To ensure that financial parameters are integral to the authorisation process for different stages of development projects and that new development and asset proposals are effectively modelled in the financial plans for PCH and its subsidiaries as part of the decision making processes.
27. To ensure development and asset management strategies and programmes are effectively monitored against budgets and business plans.
28. To make sure that any financial information provided to internal and external stakeholders is relevant, accurate and understandable and delivered in compliance with our customer care standards.
29. To lead on the development of recommendations for the continuous improvement in the delivery of financial services focusing on value for money and efficiency.
30. To ensure there is production of a range of routine and ad hoc financial management information to support effective cost control and business changes across PCH

## Controls

31. To develop, maintain and monitor the performance of key financial controls in accordance with Standing Orders, Financial Regs, Finance Service Procedures and the law and provide management review as appropriate to the Director.
32. To ensure the finance service budget and service plan is prepared annually reflecting PCH objectives and the business continuity plan for the finance service is maintained.
33. To lead on the establishment of effective policies, key performance targets and procedures for the Finance service.
34. To lead on the identification and management of risks facing the finance service in accordance with the Board's approved approach to risk management.

## Statutory and Regulatory

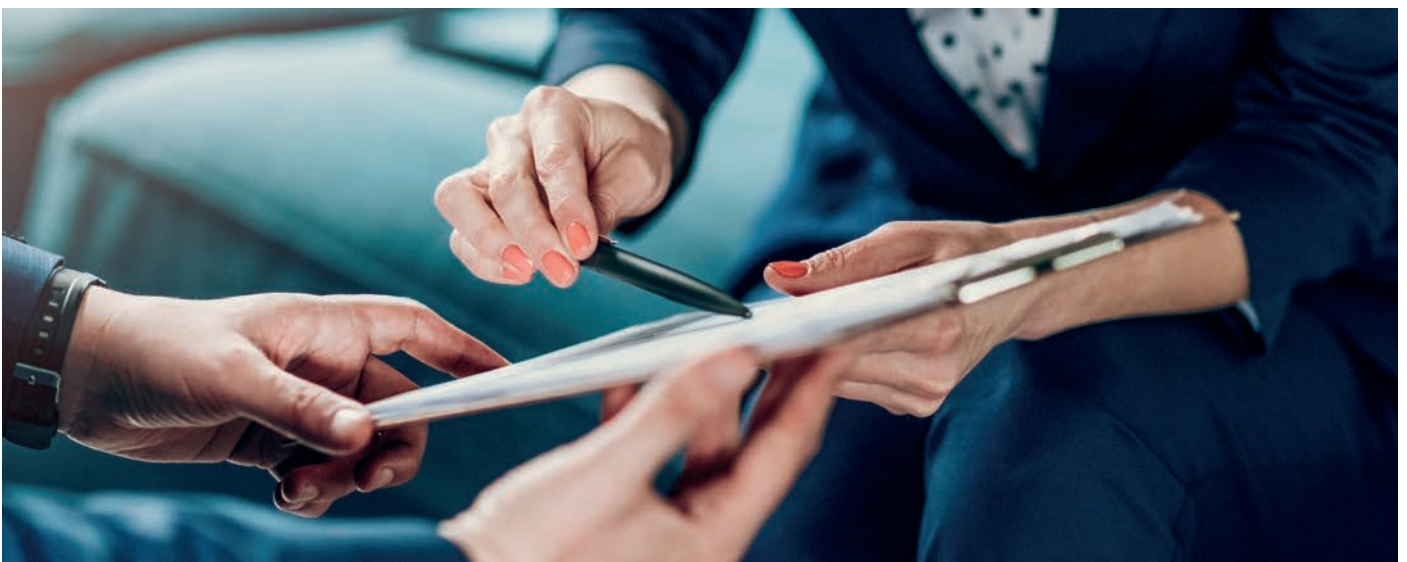
35. To ensure annual financial statements for PCH and its subsidiaries are completed in compliance with statutory reporting requirements at a company and consolidated level.
36. To ensure that PCH complies with relevant Regulatory Standards and financial regulatory and investment returns are completed accurately, on time and are approved by the Board or member(s) of the executive team as appropriate.
37. To lead on PCH compliance with the statutory and regulatory requirements relating to rent setting, service charges, tax and pensions.
38. To ensure money laundering policies and procedures are followed and reporting requirements are met as appropriate.

## Projects

39. To ensure that projects are planned and delivered to enable PCH and its subsidiaries to continuously improve its financial performance and management, to respond to changing local and national government agendas, to assess plans for growth and to meet the requirements of the Group.
40. To ensure a commercial approach to the delivery of projects.
41. To ensure that arrangements are in place for any ongoing work arising from projects to be delivered.

## Staff Management & Development

42. Lead, motivate and proactively manage and develop staff in the Finance Service ensuring the department looks to continuously improve and provide good value for money.



43. To ensure that the Finance Service teams have appropriate training and skills updates to fulfil the competency framework and perform their roles to a high standard and that annual appraisals are completed for all staff.

### **General**

44. To model the attitudes and behaviours expected from senior staff that are consistent with Plymouth Community Homes' mission, vision and core values

45. Act at all times within Plymouth Community Homes' rules, policies, procedures, Standing Orders and Financial Regulations.

46. To ensure that assistance is provided as required in consulting with residents, tenants and other stakeholders on financial matters.

47. To positively contribute and participate in the development of systems, working practices, projects and initiatives to improve PCH Financial Management, the Finance Service and achievement of PCH objectives being open to the advancement of digital solutions for the same.

48. .Deputise for the Director of Business Services and Development as required.

### **Risk Management**

Work within the established risk management framework of PCH ensuring effective systems are in place to deliver services and activities within the directorate.

Contribute to effective business continuity arrangements to support the organisation to maintain services. Develop effective working relationships with internal and external audit to ensure monitoring of systems and procedures and compliance with regulatory and statutory requirements.

### **Financial Management**

Responsible for the effective and efficient management of finances/budgets within the department ensuring adherence to PCH financial standing orders and procedures.

### **Corporate Management**

As a member of the Senior and Wider Management Teams, make a positive contribution to achieving agreed corporate objectives and values.

Participate actively in the business and financial planning and management process, setting and monitoring departmental objectives as appropriate.

Maintain and develop positive relationships with regulatory and statutory agencies, local authorities, regional bodies, and key stakeholders to promote PCH as a leading service provider and maximise opportunities for achieving business objectives.



Prepare and present regular reports for the Board of Management and Committees, and ensure that the Board members have sufficient information to enable them to discharge their responsibilities effectively.

Maintain up to date knowledge of health & safety legislation and best practice to ensure compliance for your areas of responsibility are met.

Ensure effective management of complaints working collaboratively with other PCH staff and stakeholders to achieve successful outcomes.

## General

Provide effective and open leadership to the department, ensuring that employees are recruited, trained, managed, appraised and developed in accordance with PCH's policies to maximise full individual and team potential.

Ensure all services provided within the department are properly delivered to the highest standards. This includes contracted services and working with key partners and stakeholders to achieve this.

Work proactively, engage and build relationships with all internal and external stakeholders to deliver the objectives of this role.

Ensure action is taken to encourage, promote and sustain genuine customer participation in all services provided. Ensure that policies and procedures are regularly reviewed to ensure the provision of effective, efficient and customer focussed service delivery.

Provide a positive image of PCH to customers, and actively promote and represent PCH with existing and prospective stakeholders and partners including national, regional and sub-regional organisations.

Promote Value for Money, efficiency and continuous improvement within PCH and participate in the process of service improvement, review and change.

Observe and promote the organisation's equality and diversity strategy in accordance with PCH's objectives at all times. Ensure the department is compliant with all regulatory requirements, including those of the Regulator of Social Housing, the Financial Conduct Authority, the Charity Commission and GDPR.

Actively support the organisation's environmental and sustainability agenda

**No job description can be entirely comprehensive and the job holder will be expected to carry out such duties as may be required from time to time consistent with the status and responsibilities of the role within the organisation.**



# Structure



**John Clark**  
Chief Executive



**Carl Brazier**  
Director of Homes and  
Neighbourhoods



**Nick Jackson**  
Director of Business  
Services and Development



**Gill Martin**  
Director of Corporate  
Services



Head of  
Development

Head of Digital  
and IT Services



**Could this be you?**  
Head of Finance

Head of  
Procurement

# Benefits of working for PCH

## Competitive pay

PCH pays competitive salaries for all roles across the company. Rates of pay (based on a 37 hour week) are at a fixed rate for each role benchmarked at a mid-point level for the sector.

## Generous holiday entitlements

We want you to have a good work-life balance and our holiday entitlement reflects this. Leave allowance for a full time Head of Service is 25 days per year (rising to a maximum of 30 days in addition to bank holidays). Entitlement is pro-rated for part time employees.

## Holiday trading

Staff have the opportunity to buy or sell one week of their annual leave, subject to scheme rules.

## Pension scheme

We offer a Defined Contribution Pension Scheme to all new employees with the Social Housing Pension Scheme (SHPS). When you contribute to your pension, PCH will pay double your contribution (up to a maximum of 14%). The scheme includes a benefit of three times your salary, to be paid to your nominated beneficiary, in the event of your death in service.

## Jannet

Jannet is our on-line staff communications, reward and recognition platform, offering employees great discounts at 100's of retailers and is the hub for PCH life.

## Other discount schemes

Civil Service Sports Club  
Discount with a local solicitor (GA)  
Cycle to work scheme

## Learning and development opportunities

All employees are encouraged to participate in Continued Professional Development where required for their roles with time off for study and training loans available through a tax efficient salary sacrifice scheme.

## Personal development loans

In order to support employees with their personal development, we offer loans to employees who wish to undertake a course of study to obtain a work related qualification. As part of this, a reasonable amount of paid time off is also offered.

## Professional subscriptions

If your job specifies that one or more professional qualifications are required for the role, we will pay the subscriptions for them.

## Family friendly

PCH has a range of family friendly policies including:

- Flexible working
- Maternity leave and pay
- Adoption leave and pay
- Paternity leave
- Parental leave and pay including shared
- parental leave
- Dependents leave
- Bereavement leave
- Family support leave

## Company sick pay

Generous company sick pay to support employees through illness starting once a new starter has passed their sixth month probation and increasing with service up to a maximum of 16 weeks full pay after 4 years' continuous employment.

## Employee assistance programme

We provide a free 24 hour employee advice, information and counselling service helpline to employees and families living at the same address.

## Gym and fitness classes

Free on-site gym at headquarters, Plumer House plus access to discounted fitness classes including Pilates, Tai Chi and Yoga. (subject to Covid-19 requirements)

## Eye test reimbursement

In connection with the requirements of the Display Screen Equipment (DSE) Regulations, the cost of an eye test will be reimbursed by PCH. PCH will make a contribution of up to £55 if corrective lenses are prescribed, in accordance with our Expenses Policy.

## Cycle to Work Scheme

PCH recognises that some employees will want to cycle to work to increase their activity levels or perhaps for more environmentally friendly reasons. With this in mind we have adopted the Government's Cycle to Work Scheme which provides interest free loans of up to £1500, to buy cycle and safety accessories.

## Make a difference days

A scheme for up to three days additional leave, in order to carry out voluntary work or self-development, within our communities.

## Relocation package is available

## How to apply

Send your CV and a supporting statement (max 2 sides of A4) addressing the requirements of the role to [leigh.careswell@plymouthcommunityhomes.co.uk](mailto:leigh.careswell@plymouthcommunityhomes.co.uk)

Closing date: Sunday 31 October 2021

Shortlisting: Thursday 4 November 2021

Interviews: 10 to 12 November 2021 (in person or virtual)

For an informal chat about the role, please email [leigh.careswell@plymouthcommunityhomes.co.uk](mailto:leigh.careswell@plymouthcommunityhomes.co.uk) to book a call with Nick Jackson, Director of Business Services and Development.

Download the full application pack from the PCH website.

[www.plymouthcommunityhomes.co.uk](http://www.plymouthcommunityhomes.co.uk)

