



**WestKent**  
Places to live. Space to grow.  
**Resident Board  
Member  
recruitment pack**  
May 2026





## A message from Piers White MBE (Chair) and Ian Joynson (Chief Executive)

Thank you for your interest in becoming a Resident Board Member at West Kent Housing Association.

West Kent is a successful, community-based housing association providing affordable homes and services to people across Kent. We currently manage over 8,500 homes and are continuing to grow, building around 150 new homes each year. We are entering an exciting new phase. With a new Chief Executive and recent investment in our systems and services, we are focused on delivering consistently high-quality services in a fast-changing and challenging environment.

At West Kent, we believe our role goes beyond providing homes.

Our aim is to help create prosperous, strong and sustainable society in Kent; a place of opportunity for all; where people can plan for their futures. Our vision is simple: to deliver places to live and space to grow for our current and future residents.

Simply put, our ambition is that by 2030 our customers:

- Will have a positive experience regardless of who they are, where they live or how and when they choose to interact with us.
- Will feel we listen and act on their views.
- Will feel proud of the homes they live in.

The current economic climate remains challenging. Expectations from customers, regulators and partners continue to rise. Regulatory requirements relating to consumer standards, building safety and performance transparency are increasing. At the same time, cost pressures and the need to invest in existing homes and new supply require disciplined, well-governed decision making.

West Kent has been operating independently for over 35 years and we are proud of the organisation we have become. Our G1/V2 regulatory ratings reflect our commitment to strong governance and financial viability. We also enjoy a strong reputation with residents, partners and stakeholders across Kent and now have over 360 employees, and approximately 63% work in customer-facing roles, to support us in delivering our objectives.

We believe our values are what make us distinctive. We are looking for a Board Member who will bring integrity, sound judgement and insight, alongside compassion, curiosity and the ability to provide thoughtful, constructive challenge.

We are committed to maintaining a diverse Board that reflects the communities we serve and brings a broad mix of skills, backgrounds and perspectives. We welcome applications from individuals across a wide range of sectors and experiences.

What matters most is the ability to contribute meaningfully to our strategic discussions, support the Board appropriately and hold us to account where necessary.

As we plan for the remainder of this decade, the role of our Board has never been more important. This appointment will play a key part in shaping how West Kent evolves as an employer, a service provider and a community anchor organisation.

Thank you for taking the time to learn more about West Kent and this opportunity. We look forward to engaging with candidates who share our ambition and who are motivated to contribute to our next chapter.



# About West Kent Housing Association

## Our purpose

To create in Kent a prosperous, strong and sustainable society; a place of opportunity for all; where people can plan for their futures.

**We recently celebrated our 35th year as an organisation - our founding ambition in 1989 remains as relevant today as we move into our fourth decade.**

Simply, we want to be the best in Kent. West Kent is a vibrant, community-based organisation providing much needed affordable homes and services to people living in the towns and villages throughout Kent.

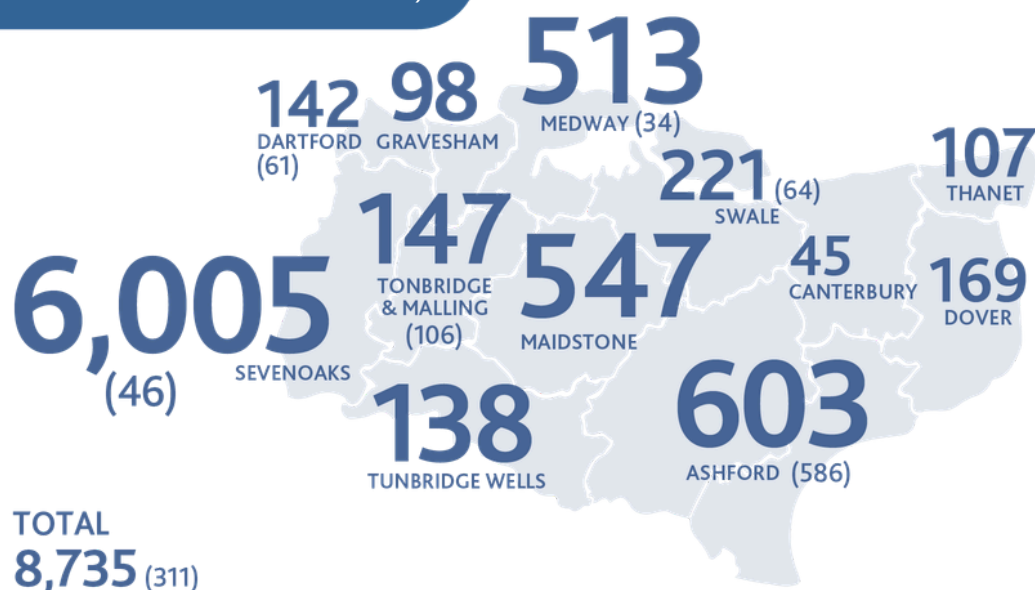
We believe that a good home is a foundation for getting on in life; our core purpose is to help the many people for whom a good home (to rent or buy) is too expensive, and to nurture their communities. We invest in our communities and work to understand need, and shape services that increase opportunities, build resilience and promote wellbeing.

At the end of March 2025, West Kent owned and managed the following numbers of homes across Kent. The map below shows how many of these are in each district.

	2024/25
Rented	7,466
Low cost home ownership	1,019
Total social housing homes	8,485
Leaseholders	250
Total owned and managed accommodation	8,735
Homes under construction	311

## Our current homes by local authority

(in brackets includes homes under construction)



## Our culture

We want our customers to have a positive experience regardless of who they are, where they live or how and when they choose to interact with us.

Our values guide our employees to make sound decisions for the business and be responsive to all our stakeholders.

It's important that we		
<b>Deliver on our promises</b> doing what we say, when we say we'll do it	<b>Show Flexibility</b> doing the right thing so you get the right result	
We are helped by our		
<b>Honesty</b> saying and doing the right thing, even when it's hard	<b>Integrity</b> letting your moral compass keep you on the right track	<b>Self-awareness</b> knowing yourself and the impact you have
We can improve through		
<b>Learning</b> improving by exploring what's there beyond what you know	<b>Compassion</b> putting yourself in the other person's place	<b>Working hard and having fun</b> choosing to enjoy the people and the job



# Our highlights (2024/25)



Operating social housing margin  
**28%**



**£47m invested**  
in new homes



Delivered **3.3 new homes** into management every week



Started **13.3 new tenancies** every week



Increased homes in management to **8,735**



Achieved **99% occupancy**



Average rent for General Needs of **£137.19** (52 weeks)



Achieved arrears **3.53%**





**83.3%** of Responsive Repairs completed on time



Voids turnaround at **30 days**



**180** new homes delivered



**311** new homes in construction or in contract



**£170m** loans available for future drawdown



Interest cover **175%**



Customer satisfaction on move in **4.16 out of 5**



Staff satisfaction **74%**

# About the role

We believe residents should have a real say in how we run our organisation.

That's why we have places on our Board specifically for residents.

This year, our current Resident Board Members are stepping down after completing their terms. Members usually serve two terms of three years on the Board, so six years maximum. We are now looking to appoint **two new residents** to join our Board.

As a Resident Board Member, you will:

- Help make important decisions about how West Kent is run
- Share your experience as a resident to shape those decisions
- Make sure the Board understands how its choices affect residents and communities.

**Put simply, this role is about making sure the resident voice is heard at the highest level.**



## Support, training and what you'll gain

You **do not** need previous Board experience to apply.

We will support you every step of the way, including:

- A full induction to help you understand the role
- Ongoing training and development
- Mentoring and support from experienced Board members and staff
- Clear, jargon-free information to help you take part with confidence
- Access to events, seminars and conferences.

This role is also a great opportunity for your **personal development**. You will:

- Build confidence in meetings and decision-making
- Develop skills in leadership, communication and strategic thinking
- Gain experience that can strengthen your CV and career opportunities
- Learn more about housing, governance and how organisations are run.

Many people find this kind of role helps them grow professionally as well as personally.

# Our ambition

By 2030, we want all our residents to:

- Have a positive experience regardless of who they are, where they live or how and when they choose to interact with us
- Feel that we listen and act on their views
- Feel proud of the homes they live in

## The context we work in

Housing is becoming more complex and demanding. Expectations from residents, regulators and partners are increasing, especially around:

- Service quality
- Building safety
- Transparency and accountability.

At the same time, we must balance costs while investing in both existing homes and new ones. This makes the role of our Board—and your contribution—more important than ever.

West Kent has been independent for over 35 years. We are proud to hold the highest regulatory rating for governance and to have a strong reputation with residents and partners.



## Who we are looking for

We are looking for residents who care about their community and want to make a difference.

You don't need to be an expert. We are interested in people who bring:

- Honesty and good judgement
- Lived experience as a resident and can bring this experience to the Board
- Curiosity and a willingness to learn
- The confidence to ask questions and speak up.

We are committed to having a Board that reflects the diversity of our communities and welcome applications from people of all backgrounds.

## Why this role matters

The decisions our Board makes shape the future of West Kent.

As a Resident Board Member, you will help influence how we develop as:

- A landlord
- A service provider
- An employer
- A key part of the local community.

Your voice will help ensure we stay focused on what matters most—our residents.

# Role profile – Board members

## Vision

All Board members play a key role in setting and overseeing the strategic vision, values and culture of West Kent and providing strategic leadership to the Association in the delivery of its core functions. Every board member is expected to also be on one, but normally two of the committees.

### Key responsibilities for all board members include:

- Act as a positive ambassador for West Kent, promoting its values and purpose
- Work with other Board members, senior employees, and others to agree the organisation's long-term plans and priorities
- Help monitor how well services are performing and whether residents are satisfied
- Share your experience as a resident to help shape decisions
- Help ensure services meet the needs and expectations of residents
- Read and consider Board papers (information provided before meetings) and take part in discussions
- Ask questions and offer your views to support good decision-making
- Consider risks (what could go wrong) and how they might affect residents and services
- Support a positive and respectful Board environment where everyone can contribute.

### You do not need previous Board experience. We will support and train you.

Your expertise and lived experience will support the Board to ensure that resident voice is reflected in key decisions and that we deliver effectively for our residents.

We are looking for people who are:

- Passionate about improving services for residents
- Willing to work as part of a team
- Open, honest and respectful of others
- Confident to speak up and share their experiences
- Committed to doing what is right for the organisation and its residents
- Willing to attend training, meetings and other relevant events.

# Skills and experience

## You will bring:

- Experience of being a resident of West Kent Housing Association
- An understanding of the issues that affect residents and communities
- An interest in housing and a willingness to learn more about how a housing association is run
- The ability to read information, think about it and ask questions
- Confidence to share your views and take part in discussions
- Good listening skills and respect for different experiences and be respectful of the views of others
- An understanding of the importance of confidentiality (keeping information private when needed)
- A willingness to take part in training and development.

## The following experience would also be helpful (but not essential):

- Knowledge of housing services, such as repairs, tenancy management or community services
- Experience of participating in resident groups, community organisations, voluntary sector organisations or advisory panels
- An understanding of housing association governance or the regulatory environment
- Knowledge of Kent and West Kent's area of operation through living and/or working in the area
- An interest in helping shape housing services and improving outcomes for residents and communities.

## We know this may be a new type of role for many residents. You will be fully supported, including:

- A structured induction to help you get started
- Ongoing training to build your knowledge and confidence
- Support from experienced Board members and staff
- Clear and accessible information to help you prepare for meetings.

# Terms of appointment

- Annual payment: **£7,878**, plus reasonable expenses.
- Time commitment: around **2 days per month** (flexible).
- Meetings: a mix of online and in-person (in our Sevenoaks office).
- Board meetings usually start at **2pm and last up to 3 hours**.

## Scheduled Board dates (2026/27):

- 10 June 2026 (PM)
- 9 September 2026 (PM)
- 23 September 2026 (AGM)
- 21 October 2026 (all-day strategy session)
- 9 December 2026 (AM, followed by Christmas lunch)
- 24 March 2027 (PM)

# How to apply

To apply, you don't need to send us a CV. Instead, we would like interested applicants to send us:

## 1. A brief written statement (max. 2 pages)

Telling us:

- Why you are interested
- What you would bring to the role
- Your experience as a West Kent resident.

## 2. Your contact details

Include your address, phone number and email, plus any dates you are unavailable.

## 3. Contact details for two referees who can provide a reference for you

These should not be close family members. We will only contact them with your permission if you are invited to attend an interview.

Send your application to: **companysecretary@wkha.org.uk**

Closing date: **26 June 2026**

If you would like an informal chat about the role, or need assistance in applying, please contact:

**Georgia Bruce**

**Head of Risk and Governance and Company Secretary**

**companysecretary@wkha.org.uk**

# Indicative timeline and process

- Write and submit your statement by the closing date: 26 June 2026.
- We will be in touch to let you know if you are being invited to attend an interview in early July 2026.
- If you are offered an interview, it will take place in late July 2026 (exact dates to be confirmed).
- Details of what will be discussed during the interview will be shared with you ahead of time so that you know what to expect.

**Thank you for taking the time to read about this opportunity.**

**If you care about your community and want to help shape the future of West Kent, we would really encourage you to apply. We will support you to succeed and make a real impact.**