

CAMPBELL
TICKELL

settle.The logo for 'settle.' features the word 'settle.' in a bold, lowercase sans-serif font. A small orange location pin icon is positioned to the right of the period.

Board and Audit and Risk Committee Member

Recruitment pack

October 2019

Your application

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form (completion of the equalities section is not mandatory, but is requested for monitoring purposes in line with our commitment to equality and diversity); and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs.

Applications must be received by **Wednesday 30th October at 12 noon**.

Please ensure we receive your application in good time. If you do not see a confirmation message after submitting your application using the online form, please call us on **020 3434 0990**.

If you wish to have an informal discussion about the role and organisation, or if you have any other questions you would like answered to help you decide whether to apply, please do call me for a confidential discussion.

Kind regards,

Kathy Carter

Kathy Carter
Senior Associate Consultant
07786 831 690

Contents

Welcome to settle	4
About settle Group	5
Board Members	7
Role profile	9
Person specification	10
Structure chart	11
Key terms and conditions	12
Key dates and the selection process	13
The media advertisement	14

Welcome to settle

Dear Applicant,

I am delighted that you are interested in joining settle as a Board Member and Audit & Risk Committee Member.

At settle we have just launched our new vision – to be *the* housing association in Hertfordshire and Bedfordshire by 2024 – together with an ambitious new strategy. Our purpose is to help people who are struggling to find a place to live, for our customers to stay in their homes comfortably so that they can live the life they choose. Our plan is to be a dynamic enterprising housing association with a first class reputation for providing good affordable new homes, great customer services, both in person and through digital platforms, and strong roots in the communities where we work.

We were formed in 2003 following a stock transfer from North Hertfordshire District Council. In recent years, we have been creating a culture based on our values and engagement with colleagues, customers and stakeholders. This has involved re-engineering all parts of the business and enriching the talents and capabilities of our colleagues. We have a strong commitment to involving our customers in decisions and shaping our services. Our route to achieve this is to know our customers - by intelligent use of data, sourcing customer views digitally and speaking to tenant's face to face. In 2018 we became settle to reflect how we have evolved as an organisation and earlier this year moved to great new offices to provide the environment for colleagues to flourish.

With over 9000 properties in Hertfordshire and Bedfordshire, we are building on this asset base to expand significantly our production of affordable new homes. We want to grow by at least 1500 new homes in the next 5 years and expect to raise a further £100 million of funding in the near future to deliver these plans. Our Board and Executive work harmoniously; together we are ambitious and enterprising in taking forward our vision and business performance.

We are now looking for a Board member to join the Board to help us achieve our vision bringing expertise in internal controls, audit and risk. In addition to Audit & Risk we also have a vacancy on the Treasury Committee; successful candidates may also be interested in contributing to this as well.

You will ideally have a financial and/or audit background – either through a specific audit role or through senior responsibilities in a housing association or regulated environment giving familiarity with internal controls and control frameworks. Your understanding of the challenges facing housing organisations, now and into the future, coupled with your commitment to making a difference to people's lives will be central to your own personal values. You don't have to have a housing background but to succeed in the role you will need to be able to identify with and relate to the key issues and potential opportunities this dynamic environment presents.

Your ability to understand a complex business, together with bringing insight and constructive challenge to the Executive and Leadership Teams will be essential.

Please do take a look through the enclosed pack and contact Kathy Carter, our retained consultant, on 07786 831690 for a discussion about the role. We look forward to receiving your application.

Best wishes,

Martin Nurse
settle Chair

About settle Group

settle is a modern social business. Formed in 2003, we were previously known as North Hertfordshire Homes. Working across 7 local authority areas in Hertfordshire and Bedfordshire, we have around 9,000 homes and 3,000 commercial units, mainly garages.

- Over 7,300 general needs homes.
- 769 supported housing for older people.
- 108 temporary social housing.
- 230 low-cost home ownership.
- 580 leased homes.

We've helped around 31,000 people who struggled to find a home since we were formed as North Hertfordshire Homes 15 years ago.

Our world is changing. Against a backdrop of financial difficulty for some and an inaccessible housing market for many, we're here to tackle challenges familiar to us all. We have bold ambitions to build more much-needed affordable homes and to improve the services we offer to provide an easy to access, simple to use service that our customers can put their trust in.

We are passionate about being the best we can be, for each other and our customers. We know that colleagues who are engaged by our purpose and enjoy coming to work will act as one team across the organisation, with everyone able to play their individual part, so that we achieve the best possible outcomes for our customers.

We are proud of our work and the value of social housing. Our first priority is to be a good landlord offering straightforward trusted services that allow customers to live in their homes comfortably. Our social purpose means that for some customers we provide targeted extra help where it's needed most to secure employment, manage their finances and tackle loneliness. We know that not only does this help reduce pressure on other stretched services, it helps our customers to turn their house into a home and to live the life they choose.

We want settle to feel:

- **trusting** – we trust each other to do the right thing
- **collaborative** – we are more powerful together
- **proud** – we are proud to work in social housing

At settle we need to be:

- **pioneering** - we love new ideas and being creative
- **bold** – we are not afraid to do things the settle way
- **entrepreneurial** - we achieve great things when we have more money

Our new recently launched Strategy sets out our vision and values for the next 5 years.

Our vision: to be *the* housing association in Hertfordshire and Bedfordshire by 2024 – we will achieve this by:

<ul style="list-style-type: none"> ▪ A minimum operating surplus of 30%; ▪ £5m social value generated by social purpose strategy. 	<ul style="list-style-type: none"> ▪ Complete at least 1500 homes, 90% of which are affordable; ▪ Deliver settle’s first regeneration programme at John Barker Place. 	<ul style="list-style-type: none"> ▪ Achieve an employee trust score of 85%; ▪ 3000 hours of ‘giving back’ time from colleagues.
---	---	--



What we value:

<p>Delivering good services</p> <ul style="list-style-type: none"> ▪ being pioneering - known for good customer service and the ability to deliver solutions; ▪ being entrepreneurial- driven by data: using insight together with customer & colleague feedback. 	<p>A well-run social business</p> <ul style="list-style-type: none"> ▪ being collaborative - the partner of choice for the health service, local councils and charities – achieving more together; ▪ being trusted - by our customers, colleagues and stakeholders. 	<p>Delivering more Homes</p> <ul style="list-style-type: none"> ▪ being bold - ambitious in developing new affordable homes. 	<p>A place where colleagues love to work</p> <ul style="list-style-type: none"> ▪ being proud - to be the ‘go to’ place to work in our geographic area.
--	--	---	--



Board Members



Martin Nurse – Chair

Martin is a former housing association chief executive with over 35 years' experience of social housing and the housing sector. He has extensive understanding of housing development, governance, finance, customer service and risk management. Prior to his retirement in 2013, he held a variety of positions with the National Housing Federation as a council member and regional chair, as well as government bodies and groups. Martin has worked extensively on very successful large housing and community regeneration projects and restructuring of social housing such as older persons housing and extra care. He is a member of the Chartered Institute of Management and the KPMG Audit Committee Institute.



Marie Li Mow Ching

Marie has had a successful career in central government where she spent over 10 years in overseeing delivery of large scale regeneration, housing and economic development projects. Marie has a deep understanding of governance, financial management and business administration. Prior to her public service, Marie worked in a start-up manufacturing company where she gained wide commercial skills.



Victor Dove

Victor has over 40 years' experience in the property and construction industry including social housing and has served as a Board Director for the past 17 years. He brings a wealth of knowledge in design and delivery of housing, risk management and alternative funding models. Having lived in social housing himself until aged 21 Victor is an absolute believer in the value of social housing as a platform to help people achieve their goals.



Julian Baust

Prior to taking early retirement, Julian was Chairman and Managing Director of Kodak Ltd where he led Kodak in the UK through one of the biggest transformations in recent history successfully moving it from analogue to digital. He has more than 30 years' commercial experience in organisational redesign, transformation and performance management. He now serves on several boards and works as an independent management consultant.



Robert Barton

Robert is a development professional that has been a director with several of the UK's leading house builders. He has also served on the Board of Sentinel (Vivid) and Spectrum Housing Associations and currently sits on the Development Committee of Sovereign Housing Association.



Elizabeth Froude

Elizabeth is the Group Chief Executive of Platform Housing Group, and was former Deputy CEO at Notting Hill Genesis. Although her background is in finance she has spent many years with very operationally focused, change management and transformational roles. Prior to coming to housing she had roles in varied sectors, from entertainment to manufacturing, working with teams across the UK and Europe mostly for well-known FTSE organisations. She is Chair of settle's Audit and Risk Committee.



Simon Oates

Simon joined settle Board in March 2019. He has held a number of high profile roles in his career within the service industry; most recently, Director at Southern Water, and also Chair of a water industry leadership group. He brings a wealth of customer participation and insight experience, and has recently been responsible for setting the company-wide customer experience strategy. Simon has also joined settle's Customer Engagement Advisory Panel.

Role profile

Responsible to: Chair of the Board of settle Group

Responsible for: settle Group

Overall Purpose:

- Contributing to oversight, governance and leadership of settle group in pursuit of its strategic aims adding value to the organisation by contributing experience, expertise and insight;
 - Deploying sound business management at all times;
 - Financial oversight of the business, reviewing financial information to ensure that the business achieves its core objectives;
 - Strategic risk appraisal and management to consider threats and opportunities that can arise given the strategy of the business and identifying how to navigate them successfully;
 - Providing the appropriate level of challenge and support to the Executive to meet agreed goals and objectives; and
 - Acting in the best interests of settle at all times, representing the organisation effectively ensuring that its reputation, values and objectives are upheld at all times.
-

Key Responsibilities:

- Attend settle Board meetings and share responsibility for corporate decisions;
 - Uphold and comply with the organisation's Codes of Governance and Conduct and governance framework for settle and its subsidiary; and avoid conflicts of interest;
 - Promote good governance;
 - Sets the Association's values and standards and ensures that its legal and regulatory obligations [including in relation to Health and Safety and Customers] are understood and met;
 - Comply with the organisation's policies and procedures as set and amended from time to time by the Board;
 - Perform the role with reasonable skill and care, ensure that the activities of the organisation fall within the permitted objectives and are exercised in accordance with its powers, and use powers solely for the purpose for which they are conferred;
 - Attend at least 80% of all meetings, workshops, induction, training and performance appraisal meetings, and other such sessions or events as are reasonably required by the organisation;
 - Prepare actively for meetings by reading papers and, where necessary, seek clarification in advance;
 - Take personal responsibility for continuous learning, personal development, behaviour and confidentiality;
 - Maintain the confidentiality of all sensitive/confidential information received in the course of board member responsibilities; and
 - Act as a representative of settle at external events.
-

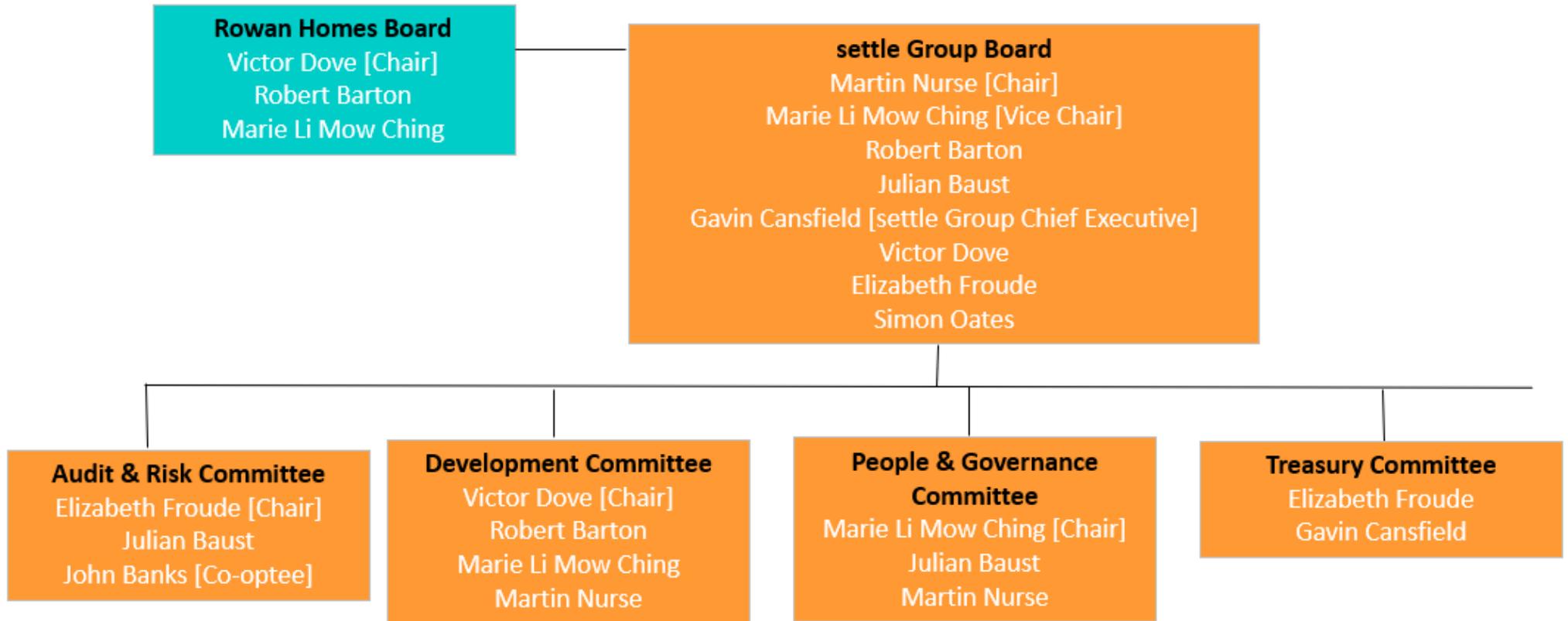
Person specification

- Excellent verbal and written communication skills.
- The highest standards of ethical behaviour, and expectation of the same in others.
- A passion for great customer service.
- Board level or similar experience with the ability to both contribute to strategic discussions and actively listen at Board meetings.
- Experience of working within or running a commercial business and expertise in one or several functions (e.g. finance, IT, HR, legal, marketing, treasury, sales etc.).
- The ability to balance the social and commercial aspects of the position, the Board and the organisation.
- Ability to establish productive and lasting working relationships with a wide variety of internal and external stakeholders.
- Clear ability to distinguish risk and opportunity.
- Committed and adaptable, and with sufficient time to undertake the role responsibilities.
- A personal commitment to self-development and learning, and diversity and inclusion.
- The ability to work digitally.

Eligibility:

- Must not have a conflict or duality of interest which could jeopardise your ability to act at all times in the best interests of the organisation.
-

Structure chart – committee member’s chart



Key terms and conditions

The role

Board Member and Audit and Risk Committee Member

Remuneration

£7,500 per annum

Term

3-year fixed term may be reappointed for a further 3 years.

Expenses

Reasonable expenses reimbursed

Time commitment

- Six Board meetings and Four ARC meetings, there are also Four workshops planned in 2020. August and December are usually kept free. Average around two days per month in total with preparation time
 - Board meetings are on Tuesdays, ARC meetings usually mid-week Tuesday – Thursday.
 - Board meetings are 4-7pm, ARC 4.30pm – 7pm, workshops are similar times.
-

Key dates and the selection process

Closing date: Wednesday 30th October 2019 at 12 noon

We will be in touch with candidates on 4th November to advise on outcome of application.

First interviews: Friday 8th November 2019

Longlisted candidates will be invited to an interview with Kathy Carter and Helen Routledge, Senior Associate Consultants at Campbell Tickell's office

Final interviews: Friday 22nd November 2019

The final stage of the process will be a panel interview. The panel will comprise of Martin Nurse, Chair, Elizabeth Froude, Chair of Audit Committee, Gavin Cansfield, Group Chief Executive and Kathy Carter Campbell Tickell. This will take place at settle Group's office in Letchworth.

If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.

Media advertisement

settle.

Board and Audit and Risk Committee Member

Letchworth, Herts - £7,500 p.a.

At settle we have just launched our new vision – to be *the* housing association in Hertfordshire and Bedfordshire by 2024 – together with an ambitious new strategy. Our purpose is to help people who are struggling to find a place to live, for our customers to stay in their homes comfortably so that they can live the life they choose.

With over 9000 properties in Hertfordshire and Bedfordshire, we are well on the way to achieving both our vision and purpose, and we are building on our asset base to significantly expand our production of affordable new homes. We want to grow by at least 1500 new homes in the next 5 years and expect to raise a further £100 million of funding in the near future to deliver these plans.

We are now looking for a new Board and Audit and Risk Committee Member to help us achieve our vision, bringing expertise in internal controls,

audit and risk. You will ideally have a financial and/or audit background – either through a specific audit role or through senior responsibilities in a housing association or regulated environment giving familiarity with internal controls and control frameworks. Your understanding of the challenges facing housing organisations, now and into the future, coupled with your commitment to making a difference to people's lives will be central to your own personal values.

Your ability to understand a complex business, together with

bringing insight and constructive challenge to the Executive and Leadership Teams will be essential.

For further details about the role you can download the pack at www.campbelltickell.com/jobs or contact our retained consultant Kathy Carter 07786 831 690 or 020 3434 0990 for an informal confidential discussion.

Closes Wednesday 30th October 2019 at 12 noon

CAMPBELL
TICKELL

CAMPBELL TICKELL

Telephone 020 8830 6777
Recruitment 020 3434 0990

info@campbelltickell.com
www.campbelltickell.com
[@CampbellTickel1](#)