



HOUSING ASSURANCE BOARD

CHAIR & BOARD MEMBERS (x3)

Recruitment Pack | June 2025

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Your application	3
About Croydon Housing Assurance Board	5
Structure - Housing Directorate Overview	8
Role profile (i) Chair	9
Role profile (ii) Board member	11
Key terms & conditions	13
Key dates and the selection process	14
Media advertisement	15

Your application

Thank you very much for your interest in joining the new Housing Assurance Board for Croydon Council as Chair or Board Member. Here you will find details of the roles 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 roles. After you have done that, please feel free to get in touch with us, so that we can talk through your offer and get a sense of how that aligns to what Croydon Council is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages;
- A personal statement. We want to hear about your motivation, why this role/ organisation interests you, and you will also want to evidence how relevant your offer is to the role specification - for the Board member roles please be clear which skill area/s among those sought you feel your expertise best aligns to; again, ideally in two pages; and
- 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 roles close on Tuesday, 29th July at 9am. Please ensure we receive your application in good time.

Do contact one of us if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Hayley Sheldon

Hayley Sheldon, Search Consultant
Campbell Tickell

hayley.sheldon@campbelltickell.com

07931 432 070

Jim Green

Jim Green, Senior Consultant
Campbell Tickell

jim.green@campbelltickell.com

Welcome

Dear Applicant,

Thank you for your interest in joining us as either independent Chair or one of three independent Board members of our new Housing Assurance Board (HAB). I am very pleased that you are looking at these opportunities and hope that this document serves to heighten your interest in these exciting opportunities to play a crucial role in the delivery of excellent quality housing services in Croydon.

The Housing Assurance Board is a newly established Board within Croydon Council, and its creation reflects the latest stage in the ongoing evolution of our housing offer. The decision of the Regulator of Social Housing to lift Croydon's Regulatory Notice and discharge the Voluntary Undertaking in April 2025, underlines the role played by our current Housing Improvement Board in the progress the housing landlord service has made.

It is important that with the lifting of the regulatory notice, we now transition to a different and equally effective governance approach. The HAB will have a broad housing governance remit across the breadth of our housing service, including our housing needs and homelessness provision. This includes a primary responsibility around assurance that the service is compliant with legal and regulatory requirements, and we want independent members who have the knowledge and skills to ask the right questions and provide effective challenge. In order to fulfil that role, the HAB will of course need to have a strong customer focus also, providing assurance that decisions made in the directorate are resident focused, and that the voice of tenants and leaseholders inform strategic decision making across the service.

Our new resident engagement strategy launched in 2024, provides a clear mandate that we are all working to, and the HAB will be supported by our Customer Influence and Assurance Panel (CIAP), some of whose members will also join the HAB.

We have made many improvements to our housing services in recent years, but we are not complacent, and we know that there is much to do to get our homes and services to where we want them to be. We are really excited to welcome new independent colleagues to the HAB, and look forward to the impact you will have, playing a crucial role in the good governance of our services through review, challenge and support as we continue to improve.

So, we are seeking experienced housing professionals who bring experience from either an RP or local authority background, and a strong understanding of current housing regulation to join the Board to help us make sure we are compliant and well-run, and that we are getting it right for our customers and tenants.

- Chair role: chairing experience in a housing setting gained either as board or committee Chair, and the leadership skills and ability to bring together a new Board, ensuring that it delivers effectively on its aims within a multi-stakeholder local government context.
- Board member roles: senior expertise in at least one of the following: housing management (including resident engagement), repairs, building safety, asset management, housing needs and homelessness.

Warm regards,

Susmita Sen

Susmita Sen, Corporate Director of Housing

About Croydon Housing Assurance Board

About Croydon Council

With a workforce of about 6,121 staff (including schools), Croydon Council is one of the largest employers in the borough. The council provides a large number of services for local people, businesses and visitors to the borough, including services for children and adults, and environmental, cultural, sports, housing, planning and benefits services, and makes a significant contribution to the local economy.



Our journey so far in housing

Croydon Council is responsible for nearly 16,000 council homes across the borough. This includes flats, houses, maisonettes and bungalows, and they are home to a wide and diverse community. We work hard to make sure all our homes are safe, secure and well looked after.

In 2021, serious concerns were raised about the condition of some homes, including Regina Road. In response, we took the step of referring ourselves to the Regulator of Social Housing. A regulatory notice was issued, and we committed to making major improvements. Since then, we have worked closely with a Housing Improvement Board made up of residents and housing professionals. Together, we've focused on improving safety, repairs and communication with tenants and leaseholders.



Thanks to that work, the Regulator lifted the notice and discharged the Voluntary Undertaking in April 2025 - this was a key milestone and recognised the progress we've made in fixing past issues and improving services. But our work isn't done, and like many councils, we are still facing serious challenges. Homelessness is rising, the cost of providing temporary housing is going up, and there is more national regulation to meet. We are continuing to improve and make sure that housing services meet the needs of all our residents.



About the Housing Assurance Board

With the regulatory notice lifted, we're moving into a new phase of improvement. The new Housing Assurance Board will play a vital role in this next stage by keeping housing services on track, asking the right questions, and making sure residents are truly at the centre of decision making.

This board will build on the success of the Housing Improvement Board and help Croydon meet the Consumer standards for social housing. It will help the council stay focused on key issues like safety, quality,

homelessness, and the experience of residents.

The board will include an independent chair, councillors from the Cabinet and opposition, and three residents from the Customer Influence and Assurance Panel. One of these should ideally be a leaseholder. There will also be a resident with lived experience of homelessness or temporary accommodation, and several independent experts in areas like housing repairs, building safety, housing management and homelessness.

Resident voices will be heard through the Customer Influence and Assurance Panel, which was created as part of our Resident Engagement Strategy. This panel brings insight and feedback from tenants and leaseholders, helping shape services and holding the council to account.

Together, the board and the panel will provide strong oversight, challenge and assurance, making sure Croydon continues to improve and delivers the housing services that residents deserve.

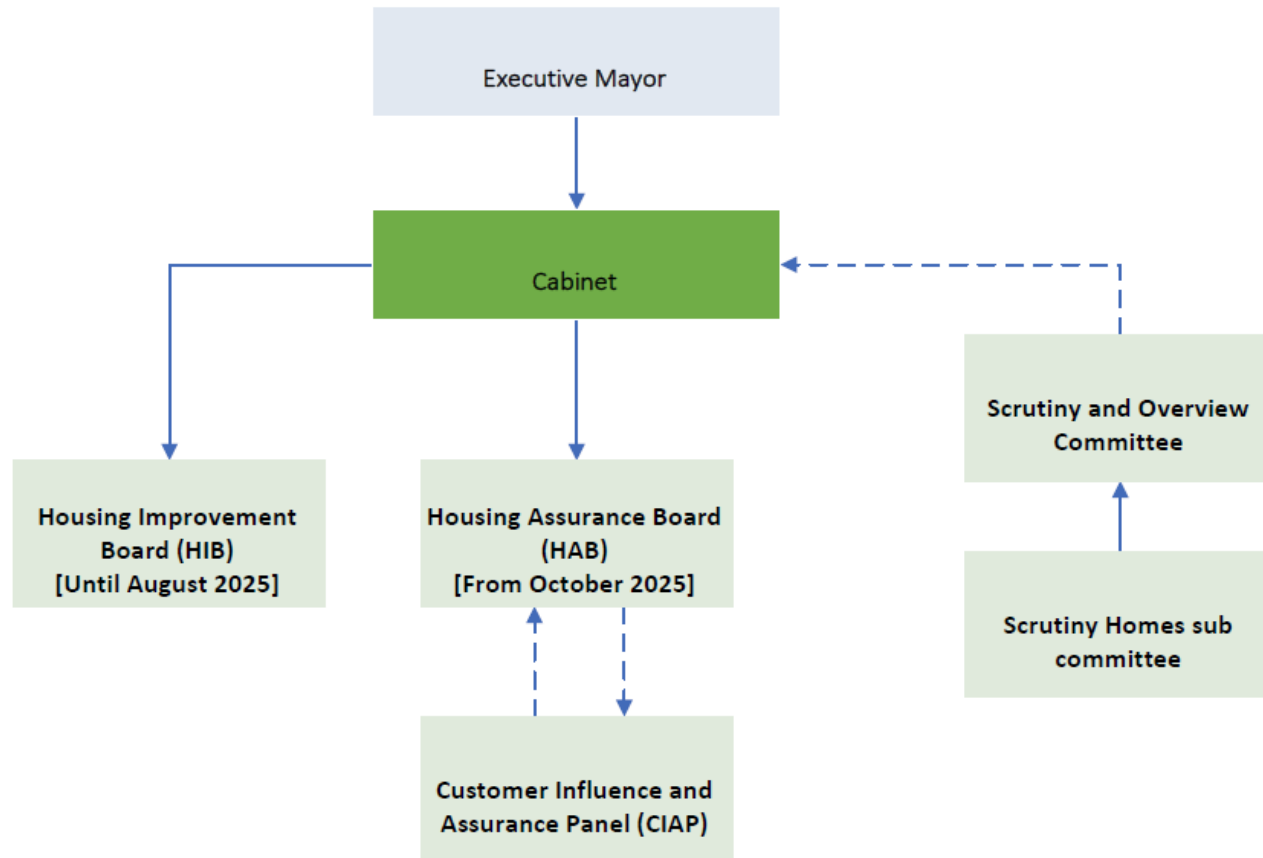
Key documents

For further reading, see the below PDFs:

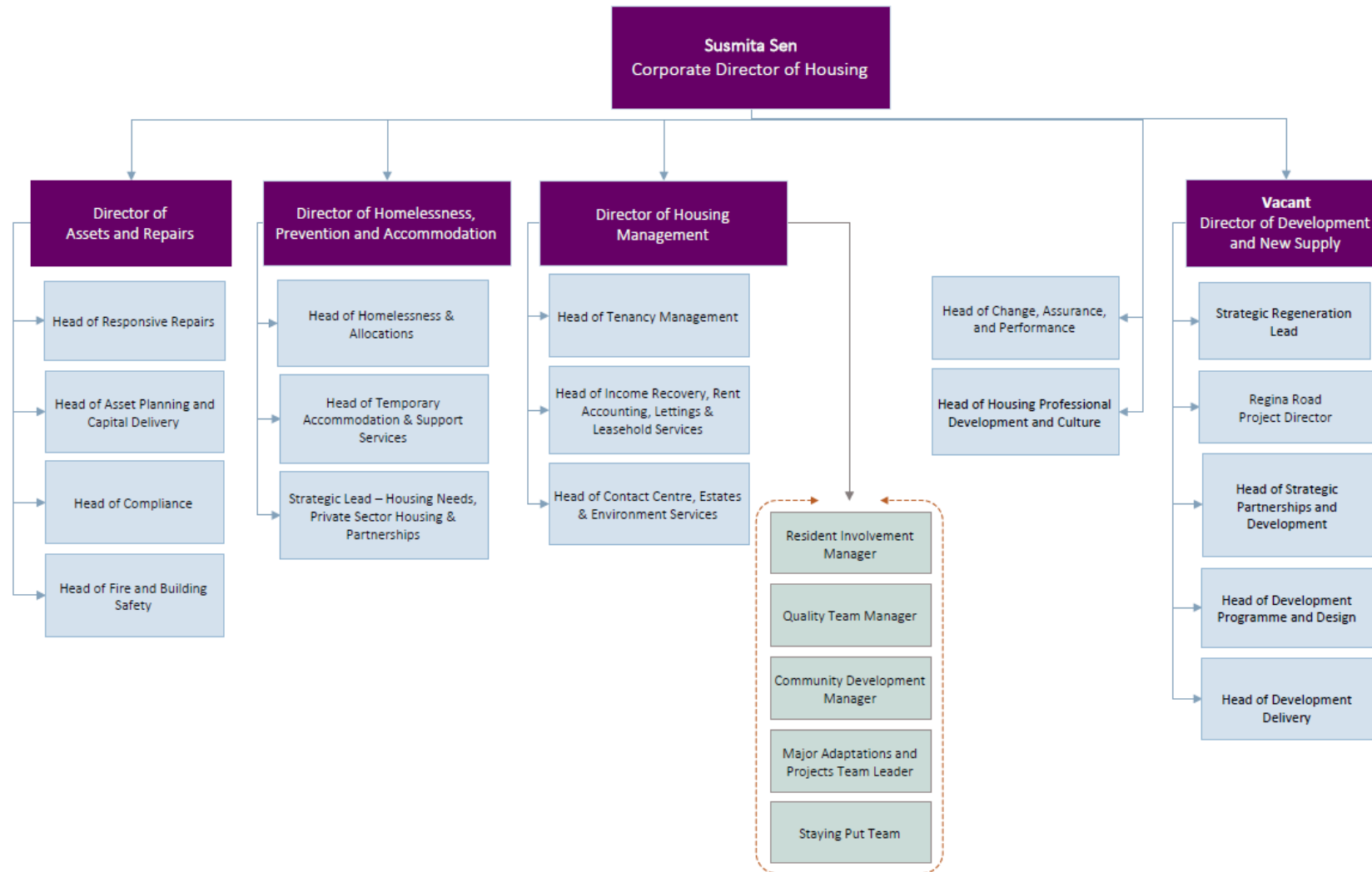
- [Croydon Housing Strategy 2024-2029](#)
- [Resident Engagement Strategy 2024-2029](#)
- [Homelessness & Rough Sleeping strategy 2024 - 2029](#)
- [How Croydon got its regulatory notice lifted - Inside Housing article, June 2025](#)



Structure – Housing Governance



Structure - Housing Directorate Overview



Role profile (i) Chair

Chair of the Housing Assurance Board

Overview:

The Housing Assurance Board provides Croydon Council with the appropriate governance arrangements for a housing function of the scale and complexity of the Housing Service of Croydon Council.

The Board supports assurance to the Executive Mayor and Cabinet that the service is compliant with legal and regulatory obligations and that decisions are resident focused. The Board ensures that the voice of tenants and leaseholders informs strategic decision making in relation to the delivery, management and growth of council housing services in Croydon.

Role Purpose:

The Chair of the Housing Assurance Board:

- Works with the Corporate Director of Housing to provide strategic leadership to the Board and helps ensure delivery of the objectives of the Council's housing service.
 - Ensures the Board effectively monitors the delivery and impact of the Housing Improvement Programme.
 - Provides leadership to the Housing Assurance Board in how it reviews, challenges and supports Croydon Council's landlord and homelessness services, ensuring that all Board members' views and concerns are considered in Board decisions.
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Key Responsibilities:

The Chair will:

1. Bring their professional expertise and experience to the matters being considered by the Board
 2. Chair Board meetings effectively, focusing Board members on key strategic discussions and decisions that need to be made.
 3. Ensure the Board receives accurate, high quality and timely information and reports, to enable the Board to effectively undertake its monitoring role and to ensure service delivery meets the Consumer Standards and tenants' expectations.
 4. Oversee delivery of the Housing Improvement Programme and any related projects or special initiatives.
 5. Ensure the housing service and Cabinet are sighted on new, emerging or changing risks and the service is meeting its legal and regulatory requirements.
 6. Adopt an approach that is fair, honest and friendly and encourages positive engagement with and between all Board members.
 7. Ensure the Board's effectiveness remains under review, including an annual evaluation.
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Person Specification

Experience and knowledge:

- Experience at a senior leadership level within a registered social housing provider (local Authority, Housing Association or ALMO).
 - A good understanding of the social housing sector and the regulatory framework social housing landlords must operate within.
 - Some knowledge of the homelessness and housing needs responsibilities of local authorities.
 - An understanding of how effective boards operate, gained from holding a non-executive post currently or previously.
 - Have knowledge of good governance, with insight into the respective roles of Board/Executive.
 - Have experience of motivating others and fostering a collaborative team environment.
 - Be able to digest, analyse and question written and verbal reports.
 - Awareness of and sensitivity to the political nature of a local authority, and the context within which local authorities are operating.
-

Skills and attributes:

- Ability to contribute to the collective leadership of the directorate, to provide strategic direction.
 - Respects the respective roles of the Board, the Corporate Management Team (CMT), councillors.
 - Strong interpersonal skills, skilled at enabling and listening to other's contributions, challenging in a constructive way and supporting consensus decision-making.
 - Ability to make balanced and informed decisions.
 - Able to read, understand and analyse both written and numerical reports presented to the Board for decision and information and contribute to their discussion.
 - Assesses risk and promotes risk awareness without being risk averse.
 - Ability to ensure the commitment to equality, diversity and inclusion runs through all that the Board do.
 - Able to be an organisational ambassador.
-

Role profile (ii) Board member

Housing Assurance Board Independent Member

Overview:

The Housing Assurance Board provides Croydon Council with the appropriate governance arrangements for a housing function of the scale and complexity of the Housing Service of Croydon Council.

The Board supports assurance to the Executive Mayor and Cabinet that the service is compliant with legal and regulatory obligations and that decisions are resident focused. The Board ensures that the voice of tenants and leaseholders informs strategic decision making in relation to the delivery, management and growth of council housing services in Croydon.

Role Purpose:

Croydon Council's Housing Assurance Board provides support, advice and challenge to the Council's housing service.

In particular, the Housing Assurance Board:

- Reviews, challenges and supports regarding Croydon Council's compliance with the regulatory framework set out by the Regulator of Social Housing (The Regulator), and provision of appropriate housing needs and homelessness services.
 - Monitors the delivery and impact of the Housing Improvement Programme.
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Key Responsibilities:

The independent members of the Housing Assurance Board provide external challenge, support and advice to the Croydon Council's landlord and homelessness services, supplementing the knowledge and experience of other Board members made up of elected members, Council staff and Council tenants.

The Board member will:

1. Bring their professional expertise and experience to the matters being considered by the Board.
 2. Ensure the Housing service is sighted on new, emerging or changing risks and the service is meeting its legal and regulatory requirements.
 3. Monitor key performance indicators to ensure service delivery meets consumer standards and tenants' expectations.
 4. Oversee delivery of the Housing Improvement Programme and any related projects or special initiatives.
 5. Adopt an approach that is fair, honest and friendly.
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Person Specification

Experience and knowledge:

- Experience at a senior leadership level within a registered social housing provider (Local Authority, Housing Association or ALMO) in at least one of the following: housing management (including resident engagement), repairs, building safety, asset management, housing needs and homelessness.
 - A good understanding of the social housing sector and the regulatory framework social housing landlords must operate within.
 - Some knowledge of the homelessness and housing needs responsibilities of local authorities.
 - An understanding of how boards operate, gained from holding a non-executive post currently or previously.
 - Knowledge of good governance, with insight into the respective roles of Board/Executive.
 - Experience of motivating others and fostering a collaborative team environment.
 - Ability to digest, analyse and question written and verbal reports.
 - Awareness of and sensitivity to the political nature of a local authority, and the context within which local authorities are operating.
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Skills and attributes:

- Be able to digest, analyse and question written and verbal reports.
 - Respects the respective roles of the Board, the Corporate Management Team (CMT), councillors.
 - Have great communications skills in terms of listening to others and the confidence to participate in discussions.
 - Able to read, understand and analyse both written and numerical reports presented to the Board for decision and information and contribute to their discussion.
 - Assesses risk and promotes risk awareness without being risk averse.
 - Ability to ensure the commitment to equality, diversity and inclusion runs through all that the Board does.
 - Able to be an organisational ambassador.
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Key terms & conditions

Remuneration:

The roles are remunerated as follows:

- Chair | £8,200 per annum
- Board member | This role is unpaid.

For both roles, reasonable expenses to travel to meetings will be reimbursed

The appointment:

The term of office for each role is four years, renewable once up to a maximum of eight years.

Time commitment:

The Board will meet six times each year. Four of these meetings will be focused on the Council's role as a social landlord and two meetings will focus on the housing needs and homelessness service provided by the Council. Meetings are generally held in the evening.

There will also be induction and ad-hoc visits 1-2 times a year.

For the Chair role only: Regular meetings with the Corporate Director of Housing.

Overall, we estimate that the time commitment for the roles as follow, noting that it will feel busier at the beginning to allow for induction and orientation:

- Chair | c.2 days per month
 - Board member | c.1 day per month
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Location

Our main office is at Bernard Wetherill House, 8 Mint Walk, Croydon CR0 1EA.
Board meetings are expected to be held in-person.

Eligibility for Appointment

- To ensure public confidence in the independence, objectivity and impartiality of the Housing Assurance Board, a person who is or was, within a period of three years prior to the appointment, an Elected Member or officer of Croydon Council will not be eligible for appointment.
- No unspent criminal convictions.
- The successful applicant must formally agree to observe the Croydon Council Code of Conduct and complete a Register of Interest form on appointment.

Please note:

Any involvement in political activity or campaigning, particularly at local level, may affect local perceptions of independence. Applicants are asked to indicate the nature of such activity and whether it may affect public perceptions of independence.

Key dates and the selection process

Closing date: Tuesday, 29th July 2025 | 9am

We will be in touch to let you know the outcome of your application by the end of the following week.

First interviews | online:

Longlisted candidates will be invited to the following:

- Chair: **Tuesday, 12th August 2025**
- Board members: **Thursday 14th, Tuesday 19th, or Wednesday 20th August 2025**

Longlisted candidates will be interviewed by a Campbell Tickell panel.

We will be in touch with all candidates to let you know the outcome of the interview by **the end of the week of the interview**.

There will be a pause in the process at this point for Board member candidates, while the final stage of the Chair appointment takes place. Board member candidates will be informed of the outcome of the interview on **Friday 19th September**.

Final interviews | In-person:

Shortlisted candidates will be invited to the following:

- Chair: **Thursday 4th September**

Resident Panel and Final Interview on the same day. The final interview panel will include: Cllr Hale - Deputy Mayor and Cabinet Member for Homes, and Susmita Sen - Corporate Director of Housing.

- Board members: **Tuesday 23rd, Wednesday 24th or Thursday 25th September**

The final interview panel will include Susmita Sen - Corporate Director of Housing, Cathy McCarthy - Interim Head of Change, Assurance and Performance (Housing), and we hope that the new Chair will also be available to join the interviews.

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



Housing Assurance Board

Chair

£8,200 per annum

Board members x3

reasonable expenses provided

The Housing Assurance Board (HAB) is a newly established Board within Croydon Council. It has been created to provide effective oversight of the Council's compliance with the Consumer standards and continue the improvement in services to the residents of our nearly 16,000 council homes spread across London's largest borough.

The HAB will provide effective governance and oversight in the new regulatory environment for social housing, and the challenges the Council is managing in Housing Needs and Homelessness due to increased demand and cost pressures. The Board will have a strong customer focus, providing assurance that decisions made in the directorate are resident focused, and that the voice of tenants and leaseholders informs strategic decision making across the service.

We are seeking experienced housing professionals who bring experience from either an RP or local authority background, and a strong understanding of current housing regulation.

Chair role: Chairing experience in a housing setting gained either as board or committee Chair, and the leadership skills and ability to bring together a new Board, ensuring that it delivers effectively on its aims within a multi-stakeholder local government context.

Board member roles: Senior expertise in at least one of the following: housing management (including resident engagement), repairs, building safety, asset management, housing needs and homelessness.

We are really excited to welcome new independent colleagues to the HAB, and look forward to the impact you will have, playing a crucial role in the good governance of housing in Croydon as we continue to improve our performance in delivering better housing outcomes.

Download a job pack at www.campbelltickell.com/jobs

Email Hayley Sheldon at Campbell Tickell, to book a call for further discussion. Hayley.Sheldon@campbelltickell.com | 07931 432 070

Closes: Tuesday 29th July 2025 | 9am

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