

**Chair of the Customer Excellence
Committee and Board Member**

Recruitment pack

wandle

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Your application

Thank you for your interest in becoming a Board Member and Chair of Customer Services Committee of Wandle 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 please do take the time to read this pack carefully as it will provide you with a good overview of Wandle and the role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns with what Wandle 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, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- **A personal statement.** We want to hear about your motivation, why this role and why Wandle Housing Association, you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three 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 role closes on Friday 12th September 2025 at 9.00am.

Please ensure we receive your application in good time. Do call me if you wish to have an informal discussion about the role or if you have any other questions to help you decide whether to apply.

Kind regards,

Bill Barkworth

Senior Associate Consultant

07706 369273 | bill.barkworth@campbelltickell.com

Welcome from the Chair

I am delighted that you are considering this opportunity to join the Wandle Board. We have faced significant challenges as an organisation over the last few years and are proud of the resilience we have shown. We have worked hard to regain our G1 rating and have made great strides over the last few years to improve customer service and the quality of stock condition information.

As a board, executive and wider organisation, we are clear on our purpose and have three strategic objectives – outcomes for customers that make us proud, homes we would be happy to live in and building new homes and successful communities.

As the Board's Chair, I am keen to appoint new members with a range of relevant skills, who share our values and vision: "Homes to be proud of and services you can trust". Wandle has been serving the people of south London since 1967. We are focused on our locality and the diverse communities who live in the area. We have a proud tradition, but we want to do more, and we need a strong, diverse, and skilled Board to take us into the future.

Our new member will complement an already talented board membership. We are looking for an individual with expertise in customer service and the ability to champion our customer-first approach and support our teams in meeting customer aspirations and delivering outstanding service.

You will bring insight and experience of the housing sector where you have been part of supporting service improvement and have a clear understanding of the consumer standards and housing regulatory framework.

As we continue to respond to the current challenges, we will also be focusing on our future growth and keeping our customers at the heart of all we do. It is an exciting time to join Wandle and I look forward to receiving your application.

Warm regards



A handwritten signature in black ink that reads "Valerie Vaughan-Dick".

Dr Valerie Vaughan-Dick, MBE
Chair, Wandle Board

About Wandle

Wandle proudly supports people across south London who need a home. That is why we were formed in 1967, and why we exist today. Since then, we have grown into an organisation with over 7,000 homes across nine south London boroughs and almost 200 staff.

The Merton Family Housing Trust (Wandle's original name) was formed by a group of local people who were concerned about homelessness and felt that it was possible to do something practical about it. They had a simple aim: "to provide homes for homeless families, regardless of colour, language, race, or creed."

55 years on, we face the greatest housing crisis since the end of the Second World War and Wandle is doing its bit to build the homes south Londoners need. We continue to invest in the south London communities that we were founded to support, and in our residents to help them realise their full potential.

Our plans for the future are ambitious. We plan to build new homes and invest significantly in our existing properties, ensuring they are places that our residents feel proud to call home. A good quality, affordable home is the key to a successful and fulfilling life. That belief has been at the heart of our work for the past 50 years and it will continue to be so for the next 50.

Wandle is changing day by day, so there has never been a more exciting time to join us.

Respect for equality, diversity and inclusion

We promote fairness and opportunity for both our customers and our people.

Where we are

Wandle is active in nine south London boroughs: Lewisham, Croydon, Bromley, Southwark, Wandsworth, Lambeth, Kingston, Sutton and Merton.

We are investing

We are investing in new affordable homes for people in south London. At the same time, we are continuing our investment in new IT systems to support our new Corporate Strategy.

Information about the strategy and our latest financial statements can be found on our website, at www.wandle.com/publications.

Our investment is fundamentally changing the work we do and how we do it. Alongside this, we recognise that the homes we already own are our most valuable asset and it is vital that they receive the investment they need to keep them that way.

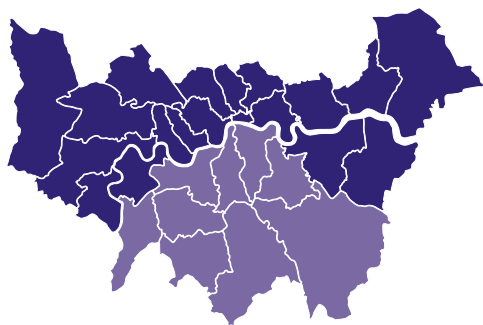
More than just a landlord

We believe that we can make a real difference in the communities we serve. We are proud members of PlaceShapers – a group of housing associations shaping communities around shared values. Alongside this we are a part of Homes for Cathy campaigning to end homelessness.

Our Customer Empowerment team deliver a range of projects designed to help those in our community – from digital inclusion to money matters and opportunities for schoolchildren.

Our purpose, vision and values

These core principles are weaved through everything we do – they guide our current work and future direction.



Our purpose

Our purpose is the reason we exist, why we come to work everyday, and is at the forefront of our minds in all our work.

Supporting people, across south London, who need a home.



Our vision

Our vision is what we aspire to achieve.

Homes to be proud of and services you can trust.

Our values

Our values are the core principles we live by, statements we can hold ourselves and each other to account over.



Aim high – We are ambitious for ourselves, each other and our customers, and we celebrate and share in success.



Work together – We share insight, knowledge and experience to improve the way that we work.



Own it – We take individual and collective responsibility for our actions and are honest if sometimes things don't go right.



Build relationships – We recognise that every person is unique, and reflect this in the relationships that we build.



Think customer – We believe that our customers experience when dealing with us should always be positive. Getting things right for our customers will always be at the forefront of our minds.

Role Profile: Chair of the Customer Experience Committee and Board Member

The Role

Chair of the Customer Experience Committee

The Chair of the Customer Experience Committee will lead and oversee the strategic direction and performance of Wandle's customer service initiatives, in line with our corporate strategy. This role is pivotal in ensuring that Wandle meets and exceeds the requirements of the consumer standards, by supporting people across south London who need a home, providing homes to be proud of, and services residents can trust.

The Customer Experience Committee is a committee of the Board, and its main purpose exists to challenge, scrutinise, and review services from a customer focused perspective, ensuring the voice of the customer is captured in all key decisions.

The committee is responsible for ensuring the effective delivery of Wandle's services to residents. This includes Responsive Repairs, Lettings and Allocations, Resident Involvement, Neighbourhood Management, and Complaints.

The successful candidate may also be asked to fulfil the role of being Wandle's Member Responsible for Complaints (MRC).

Key Responsibilities:

- Chair the Customer Experience Committee meetings, ensuring effective governance and decision-making processes.
- Provide strategic leadership to the committee, setting clear objectives and priorities aligned with Wandle's corporate strategy.
- Oversee the development and implementation of customer service strategies that enhance resident satisfaction and engagement.
- Oversee the organisation's compliance with consumer standards and customer service performance metrics, identifying areas, actions and opportunities for improvement
- Build and maintain strong relationships with committee members, external partners, regulators, and industry bodies.
- Ensure that the committee's work is informed by best practices and emerging trends in customer service and the housing sector.
- Ensure that matters are escalated to Board where the Committee and its customers identify that a topic needs more focus.

Board Member

The successful candidate will also be a member of the Wandle Board.

Working with fellow Board members, through constructive challenge, debate and mutual support, you will provide strategic direction to Wandle and oversee and scrutinise Wandle's operations. The aim of all Board Members is ensuring high performance, sound management, clear strategic direction and sustainable growth.

Wandle has adopted the National Housing Federation Board Code of Governance. You can view the code in full, at www.housing.org.uk/our-work/governance/

As a Board member your key responsibilities will be to work with the rest of the Board to set the strategic

direction and vision for Wandle, within a framework of values and standards that underpin everything that we do. You will promote good governance and provide leadership on a range of matters including equality, diversity and inclusion, service quality, value for money, and compliance.

You will contribute actively to Board and Committee meetings and act as a role model to the organisation.

You will provide both challenge and support to the Executive and senior managers to drive improved performance across the organisation, whilst ensuring that there is good assurance that risks are well mitigated, and regulatory and statutory requirements are fully met.

Person specification

What you will need

For this role we are particularly looking for someone who can hit the ground running as a committee chair, with direct experience of customer service in the housing sector.

You will have been part of supporting service improvement at another registered provider and be able to demonstrate a clear understanding of the consumer standards and housing regulatory framework.

You will also:

- Have a good understanding of Board and Executive roles, relationships and how these interplay to support an effective framework of decision making and accountability.
- Need to proactively demonstrate a strong commitment to equality, diversity and inclusion.
- Have experience of setting and delivering a strategy, and ability to hold the Executive to account.
- Have the ability to apply professional knowledge and experience to challenge and interrogate information in a constructive manner.
- Have good leadership and communication skills with the ability to present information clearly.
- Have energy, passion and a desire to help drive Wandle to achieve its aspirations.
- Be able to commit time to meetings, away days and briefing sessions, as well as engaging with executives and staff outside of the board room.

We are seeking to broaden the diversity of our Board and welcome applications from a Black, Asian, Minority Ethnic (BAME) background. We have adopted the Rooney Rule so that BAME and/or female candidates who meet the essential criteria will be longlisted for this role. We are also keen to bring more Wandle Residents into our governance structure and we welcome applications from our residents.

As a south London organisation, we are seeking applicants who live in, or have a strong connection to, south London. Applicants who can demonstrate passion, knowledge and/or understanding of south London, its people and their needs will have an advantage.

Our Board

Our Board is comprised of the Chair, ten Board members and one co-optee.

Dr Valerie Vaughan-Dick MBE

(Chair of the Board)



Dr Vaughan-Dick MBE (PhD) has worked at a senior level in the public, private and voluntary sectors. Valerie is presently the Chief Operating Officer, previously titled the Chief Executive Officer, of the Royal College of General Practitioners (RCGP). The

RCGP is the membership organisation for 54,000 GPs and works extensively to be the voice of General Practice and improve patient care in the UK and internationally. She leads the staff across the organisation in the UK and internationally and joined the RCGP in 2014 initially as the Executive Director of Planning and Resources.

Valerie started her career with the National Audit Office where she qualified as an accountant. She worked on value for money and financial audits of the Departments of Health & Social Security, Overseas Services, Local Government and Housing. Valerie has been an Executive Finance and Resources Director in central and local government, working on financial and strategic management issues and has extensive housing experience. She has been a Managing Director for a Housing Association, worked as a senior manager at the Housing Corporation and been involved in audits of Housing Associations whilst at the National Audit Office.

Andy McWilliams

(Vice Chair of the Board, Chair of Customer Experience Committee)



Andy is an experienced multi-channel retailer and has worked at director level for a number of major retailers including Ocado.com, House of Fraser and Home Retail Group. He provides senior board level consultancy and interim support for those

organisations seeking to maximise their eCommerce and customer service operations and has recently led a digital transformation programme for The Royal Institute of Surveyors.

James Pennington

Chair of Delta

James has worked in development for over 20 years for both Housing Associations as well as National

House Builders in the private sector.



James is currently Group Development and Investment Director at Crest Nicholson, and a former director of development at Radian Housing where he was responsible for managing their

Development Programme, leading the development and sales teams, and leading the Help to Buy Agency for The Radian Group.

Paul Phillips

(Chair of Audit and Risk Committee)



Paul Phillips is chair of the Audit and Risk Committee and has an extensive career in the housing sector. From 2004 to 2018, he was the Group Finance Director of Notting Hill Housing Group and, following its merger with Genesis Housing Association,

he became the Chief Financial Officer of the new group until his retirement in July 2021. Paul is also a Board member of the Salvation Army Housing Association. He is a fellow of the Association of Chartered Certified Accountants.

Julie Blair

(Chair of People Committee)



Julie is our Chair of the People Committee and joined Wandle's Board in February 2023, with over 18 year's experience in the housing sector, working for organisations including the Home Group, Affinity Sutton and the Circle Group.

Julie has 27 years' experience in HR and transformation, including extensive experience across the private sector and also has a background in retail, logistics, oil and education. Within the Circle Group, Julie led business transformation and merger integration with Circle Housing and Clarion.

Julie is presently the Executive Director of Corporate Services at Look Ahead where she joined in 2016, previously as their Director of People. At Look Ahead she leads governance, people, communications, business transformation and IT. Julie initiated the Move Forward transformation programme, which is now starting its third phase.

Zoë Shaw

(Senior Independent Director of Wandle Housing Association Ltd., Chair of Treasury Committee)



Zoë Shaw has over 30 years of experience in Investment Banking, Treasury and Fund Management. Her previous executive roles include Head of Fixed Income at Federated Hermes, Founder and Managing Partner of New Bond Street Asset Management

LLP and the General Manager of a German Merchant Bank, Bankgesellschaft – Berlin. Most recently she was Head of Credit & Portfolio Management at ThinCats, a Fintech lender to SMEs, and is currently the Head of Credit for the Fintech company, All Sports Finance. Zoë has extensive experience in risk management having managed portfolios of £30 billion and been a member of the risk committees of major City institutions.

Jo Hills

(Chair of Ravensbourne Ltd.)

Jo is a chartered Civil Engineer and fellow of the



Chartered Management Institute, with extensive experience as an engineer and director in sustainability, construction and maintenance across the charitable, public and commercial sectors. She is a member of the National Housing Foundation's Quality

of Existing Homes national group and most recently was Director of Estate/Assets Sustainability at Deloitte.

Justin Gyphion



Justin joined Wandle's Board in March 2023 and is a qualified barrister, Called to the Bar of England and Wales at the Honourable Society of Gray's Inn in 2003.

Having since veered away from the practise of law, Justin has worked for a number of the world's elite commercial law firms within the HR and talent acquisition space, including Magic Circle firms Linklaters and Slaughter and May. He is currently the Global Head of Talent Acquisition for Tier 1-rated class actions litigation boutique, Pogust Goodhead.

Justin's main focus is on all things people-related, and he is a passionate advocate for equality, diversity and inclusion. He holds the Hogan Assessments Certification, allowing him to administer a range of psychometric assessments from the Hogan suite, giving him deep insight into individuals' motives, values, preferences and development areas.

Outside his employed work, Justin is a Director of Llewod Consultancy Services Ltd, through which he has worked on various private consultancy projects in areas such as HR and talent acquisition strategy and operations, employer branding, EVP, people-related governance, drafting employment terms and conditions and HR policies and procedures, advising on pre-engagement screening, managing ATS implementation, and providing training and guidance on best practice in the HR and Talent Acquisition spaces.

Justin is also Chair of the Board of Trustees for a leading charity (the Mulwade Foundation) and is a trained and current Mental Health First Aider and St John Ambulance First Aider.

John Baldwin



John has over 30 years' experience of working in the Social Housing sector with 12 years in Executive roles including as CEO. John has led merger and transformation programs as well as establishing and running commercial and not for profit

operations. John was an early adopter of Service Design into the sector and has developed operating models and strategy which focus on outcomes for the end user. John is currently the Managing Director of Co-op Homes South.

Anne Waterhouse



Anne became Wandle Housing Association's Chief Executive in April 2023 and is a Co-optee to Wandle's Board. Anne joined Wandle from A2Dominion, where she had been for 16 years, holding a variety of senior roles – including as interim CEO in 2021/22, and

most recently as Deputy CEO and Executive Director (Central & Financial Services).

Anne has a proven track record within the housing sector and will be responsible for undertaking the delivery of Wandle's corporate strategic plan to 2025, to ensure that Wandle continues to support people across south London who need a home.

Fiona Hollingsworth



Fiona is the Director of Growth and Partnerships, and a member of the Executive Team for the housing association CHP. CHP are a housing association who own 12,000 homes in Essex. Fiona oversees the CHP development, sales and partnership programme

which includes for-profit partnerships with M&G, LGAH and Octopus Affordable Housing. Fiona also oversees CHP's market sale development programme through CHP's subsidiary Myriad Homes.

Before joining CHP Fiona was Head of Housing and Growth at Capital Letters, an organisation which works in partnership with London councils and private landlords to help homeless families find secure, settled homes. Prior to this, Fiona worked for both Camden and Lambeth councils managing housing needs and housing management services.

Nadira Hussain



An established IT and change management leader, NED and coach with 30 years' experience, Nadira has worked primarily in local government; leading the IT and digital service, managing wider teams including business improvement, transformation

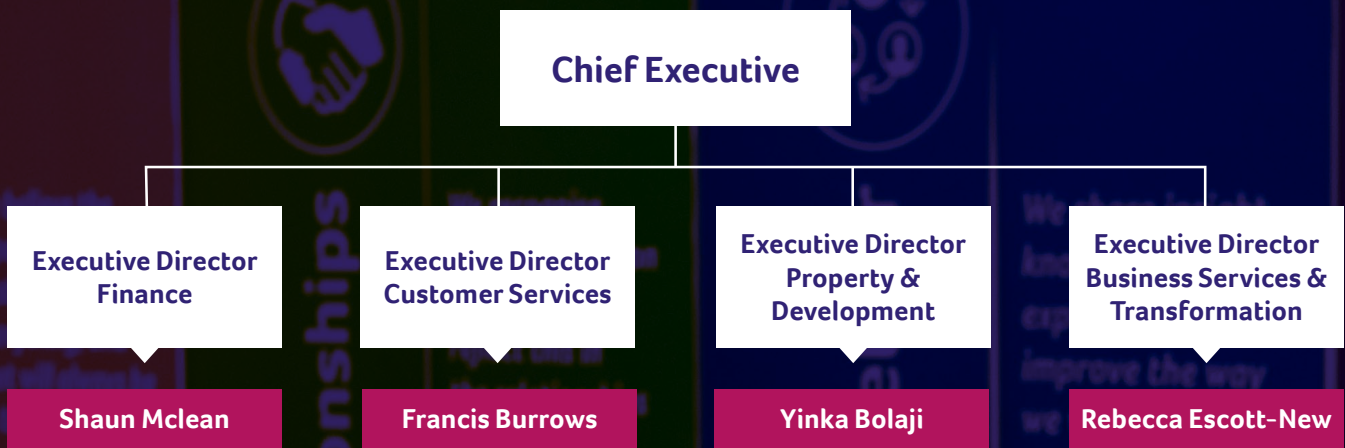
and customer services. Nadira has implemented numerous complex change programmes across shared services to deliver new operating models, efficiencies and service improvement.

At Socitm, Nadira is supporting members shape and deliver effective public services through improved use and adoption of digital, data and technology (DDaT) solutions and practices. Her key motivation is to improve outcomes for people and communities in places. She continues to focus on the work she initiated as president of the society (15/16); building the leadership, skills and diversity of the sector's workforce. Her passion is to tackle inequality, promote professionalism, improve personal development opportunities and champion women role models.

Her wider responsibilities include non-exec director roles for Federation for Informatics Professionals (FEDIP) advisory board, Institute of Government and Public Policy (IGPP), Solace in Business (SiB) Board and Wandle (housing association). Her voluntary and charitable work include; Advisory group member for the Shuri Network, the Solace EDI forum, co-founder and co-chair of the Socitm/UKAuthority Women in Local Government IT network, and Executive Committee member of the Major Cities of Europe (MCE) forum. Nadira has also been appointed as a member of the People Committee.

Our Executive team

Our organisation is headed by the Chief Executive Anne Waterhouse, supported by four executive directors:



Our leaders take responsibility for the effective delivery of Wandle's Corporate Strategy. They are committed to listening, empowering and encouraging our people

to deliver outcomes for customers that make us proud, provide homes we would be happy to live in, and build new homes and successful communities.

wandle

Key terms and conditions

Remuneration

Board Member - £8,800 p/a

Plus reasonable out of pocket expenses incurred in performance of Board duties (this does not include travel to/from regular Board/Committee meetings).

Time commitment

It is anticipated that a Board Member will on average commit to two to three days per month to the role.

This includes up to:

- Five Board meetings
- Six Board workshops (one hour each – often online providing training or updates on key external matters)
- One Board away day per year.

As well as:

- Committee meetings – you will be expected to sit on one other committee, in addition to the Customer Experience Committee
 - Your second committee position will be based on your additional skills and experience and where you can add most value to the organisation
 - Committees usually meet four times a year,
- Reading papers and preparation in advance of meetings
- Attendance by agreement, at seminars, conferences and training events relevant to the Board Member role
- Visiting Wandle's homes and customers as part of the Board estate tours and other voluntary visits.

Term of office

Initial appointment for a term of three years. This can be extended by an additional three-year term by Board agreement.

Location

Meetings will usually be held at our central London office, although some meetings and briefings may be held online.

Recruitment timetable

Closing date

12 September 2025, at 9am

**Preliminary interviews (online) with Campbell Tickell
26 September**

**Final interviews with Wandle
21 October**

*If you are unable to attend meetings on any of the
indicative dates above, please do speak to
Campbell Tickell before making an application.*

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