

Purpose and Scope of Position

The Governance & Regulatory Assurance Lead (GRL) is responsible for leading Apax through the full Regulator of Social Housing (RSH) registration process and for maintaining Apax's ongoing regulatory compliance and governance standing once registered. The role ensures that Apax meets and sustains the highest standards of governance, regulatory compliance, financial viability assurance and maintains G1 in regulatory judgement grades for all standards ensuring zero governance gaps.

The postholder acts as Apax's primary regulatory control function, providing independent assurance to the Chief Executive and the Board that Apax complies with all RSH standards as well as all other applicable housing legislation, codes and regulatory expectations.

The role protects Apax's regulatory reputation, enabling the organisation to operate safely, sustainably and credibly as a Registered Provider of Social Housing. GRL is to maintain high standards and quality control ensuring alignment with organisational policies, regulatory expectations and Apax's Manifesto and values. Working closely with the CEO, Board, senior leaders and external regulators, the postholder ensures that Apax's governance framework, regulatory submissions, internal controls and assurance systems remain robust, transparent and fit for purpose as the organisation grows.

Key Relationships

Internal Stakeholders	External Stakeholders
CEO Board and Board Committees Senior Leadership Team Heads of Department Finance Team Quality and Compliance Team Company Employees Clients and residents	Regulator of Social Housing External auditors Legal advisors Regulatory consultants Funders and lenders Local authorities and sector bodies National Housing Federation

A) Job Related Responsibilities

1. RSH Registration & Regulation

- 1.1 **RSH Registration Programme:** Lead the end-to-end process to achieve Apax's registration with the Regulator of Social Housing (RSH), including preparation of the application, collation of evidence, engagement with RSH case officers and coordination of all follow-up information requests.
- 1.2 **Regulatory Engagement:** Act as Apax's primary point of contact with the RSH, maintaining a transparent, co-operative and professional relationship and leading all written and verbal regulatory correspondence.
- 1.3 **Regulatory Compliance:** Ensure Apax continuously meets all RSH regulatory standards, the Housing and Planning Act, Building Safety Act, Fire Safety Act, Awaab's Law, and other relevant UK legislation identifying and addressing compliance risks before they escalate.
- 1.4 **Regulatory Returns:** Lead the preparation, quality assurance and submission of all statutory and regulatory returns including the Statistical Data Return (SDR), annual regulatory accounts, notifications and any future reporting required by RSH.

- 1.5 **Regulatory Intelligence:** Monitor regulatory publications, sector alerts, regulatory judgements and legislative changes, assessing impact on Apax and ensuring timely organisational response.
- 1.6 **Business Plan Assurance:** Lead the regulatory quality assurance of Apax's business plan, ensuring assumptions, risks, funding structures and growth plans are compliant with RSH standards.
- 1.7 **Financial Risk Interface:** Ensure financial risks relevant to regulatory compliance are identified, monitored and reported to the Board in a form that supports regulatory assurance.
- 1.8 **RSH Financial Compliance:** Work with the Finance team to ensure financial governance, business planning, stress testing and long-term viability models meet RSH expectations.

2. Governance Framework, Board Assurance & Company Secretarial

- 2.1 **Governance Framework:** Design, maintain and continuously improve Apax's Governance Assurance Framework, ensuring alignment with the NHF Code of Governance and Code of Conduct, RSH standards and legal requirements.
- 2.2 **Company Secretarial Services:** Provide full company secretarial services to the Board and Committees Packs, including agenda planning, paper collation, quality assurance, minute-taking, action tracking and maintenance of formal records.
- 2.3 **Terms of Reference & Standing Orders:** Draft, maintain and review various Terms of Reference, Standing Orders and Schemes of Delegation to ensure clear accountability, decision-making and regulatory compliance.
- 2.4 **Board Reporting:** Produce governance, risk and regulatory assurance reports for the Board and Committees, enabling informed oversight and evidence-based assurance.
- 2.5 **Registers & Statutory Records:** Maintain all statutory, regulatory and governance registers.

3. Regulatory Compliance, Policies & Internal Controls

- 3.1 **Policy & Procedures:** Lead the development, review, version control and implementation of all governance and regulatory policies and procedures required by RSH, ensuring they remain current, effective and embedded across the organisation.
- 3.2 **Internal Controls:** Establish and maintain a robust internal control framework that demonstrates compliance with regulatory, legal and financial governance requirements.
- 3.3 **Compliance Monitoring:** Operate a systematic approach to monitoring compliance against RSH standards, other regulatory bodies and internal governance requirements, including maintaining a live regulatory compliance register.
- 3.4 **Governance Reviews:** Lead internal governance self-assessments, external governance reviews and action planning to demonstrate continuous improvement and regulatory readiness.

4. Risk, Assurance & Regulatory Quality Control

- 4.1 **Assurance Framework:** Design and operate assurance framework that demonstrates how Apax knows it is compliant with regulatory standards, policies and legal requirements.
- 4.2 **Audit & Independent Assurance:** Coordinate regulatory-related internal and external audits, ensuring findings are addressed, tracked and closed.
- 4.3 **Regulatory Evidence:** Ensure Apax can evidence compliance through accurate data, records, board minutes, policies and controls that stand up to regulatory scrutiny.
- 4.4 **Regulatory Risk Management:** Maintain Apax's regulatory and risk register, ensuring risks are accurately assessed, mitigations are in place and risk exposure is understood by the Board and CEO.
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5. Organisational Capability, Training & Regulatory Culture

- 5.1 **Regulatory Leadership:** Act as Apax's internal authority on housing regulation and governance, providing advice and guidance to senior leaders and the Board.

- 5.2 **Training & Induction:** Support governance, regulatory and compliance training for Board members and leaders or managers to ensure understanding of their statutory and regulatory responsibilities.
- 5.3 **Regulatory Culture:** Promote a culture of transparency, accountability and regulatory excellence across the organisation, embedding “regulation-ready” behaviours and decision-making.
- 5.4 **Recruitment & Selection:** Lead and support recruitment and selection across Apax, ensuring that hiring processes, role design, decision-making and due diligence are fair, transparent, well-governed and aligned with Apax’s values, governance standards and regulatory expectations.

6. Planning, Reporting & Continuous Improvement

- 6.1 **Regulatory Planning:** Maintain a forward plan of all regulatory submissions, governance reviews, policy updates and Board assurance cycles.
- 6.2 **Performance & KPIs:** Establish and monitor governance and regulatory KPIs, reporting progress and emerging risks to the CEO and Board.
- 6.3 **Continuous Improvement:** Identify opportunities to strengthen Apax’s governance, regulatory maturity and assurance capability as the organisation grows.

7. Bids, Tenders & Contracts

- 7.1 **Bid & Tender Governance:** Lead and oversee Apax’s bid, tender and funding submission processes, ensuring that all applications, proposals and contractual commitments are accurate, evidence-based, financially sound and compliant.
- 7.2 **Due Diligence & Risk Assessment:** Ensure that all bids and tenders are subject to appropriate due diligence, financial and risk appetite and regulatory obligations.
- 7.3 **Contractual Assurance:** Provide governance and regulatory quality assurance on all major contracts and funding agreements arising from bids and tenders, ensuring that Apax does not enter into commitments that expose the organisation to unacceptable regulatory, financial or reputational risk.
- 7.4 **Funding & Partner Compliance:** Ensure that funding conditions, partnership requirements and reporting obligations arising from successful bids are captured, tracked and complied with throughout the life of each contract.

	Essential Requirements	Desirable Requirements
Educational Achievements	<ul style="list-style-type: none"> ▪ Undergraduate degree in governance, law, finance, housing or a related discipline. 	<ul style="list-style-type: none"> ▪ Job related professional or vocational qualification in governance, risk, compliance or housing.
Knowledge & Experience <i>(5+ years’ experience)</i>	<ul style="list-style-type: none"> ▪ Strong working knowledge of Microsoft Office (Word, Excel, PowerPoint, Teams) ▪ Sound experience in compliance with RSH Regulatory standards from end to end including returns such as SCRs ▪ Professional experience in governance, regulation, risk or compliance ▪ Regulatory or governance experience within a regulated environment ▪ Supporting Boards, Committees and senior leaders 	<ul style="list-style-type: none"> ▪ Background in social housing, supported housing or health and social care sector ▪ Experience supporting bids, tenders or funding submissions ▪ Experience working with Board portals or governance systems

	<ul style="list-style-type: none"> ▪ Preparing or reviewing regulatory, statutory or external submissions ▪ Working with governance frameworks, policies and formal records ▪ Managing risk registers, compliance monitoring and assurance processes ▪ Supporting business planning, financial governance or regulatory reporting ▪ Working with external stakeholders such as regulators, auditors or advisers ▪ Using digital platforms such as Asana, intranets and document management systems ▪ Quality assurance of reports, submissions and organisational data 	
Skills & Competencies	<ul style="list-style-type: none"> ▪ Strong digital dexterity and technical capability ▪ Strong governance and regulatory capability ▪ Outstanding organisation and planning skills ▪ Meticulous attention to detail is absolutely essential ▪ Strong coordination and process-management skills ▪ Skilled in continuous improvement ▪ Ability to manage multiple priorities and deadlines ▪ Strong written communication and report-writing skills ▪ Ability to summarise and communicate complex information clearly ▪ Confident verbal communicator with internal and external stakeholders ▪ Confidence in regulatory and stakeholder engagement ▪ Ability to work independently and collaboratively ▪ Commitment to accuracy, quality and consistency 	<ul style="list-style-type: none"> ▪ Agile methodologies
Inner Qualities and Attitudes	<ul style="list-style-type: none"> ▪ Committed to team camaraderie and unity in diversity ▪ Truthfulness and honesty ▪ Integrity ▪ Humble posture of learning ▪ Avoid office gossip and backbiting ▪ Learning, as a mode of operation ▪ Confidentiality ▪ Driven and versatile 	

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| <ul style="list-style-type: none"> ▪ Encouraging ▪ Strive for excellence ▪ Collaborative spirit ▪ Positive orientation ▪ Calm and professional disposition ▪ Dedicated to live the Company’s Manifesto, mission and values ▪ Positive and collaborative attitude ▪ Respectful, kind and professional communication ▪ Commitment to accuracy, quality and consistency ▪ Flexible and adaptable | |
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MISSION STATEMENT

“We strive for excellence to improve ourselves, transform services, enhance lives and advance society.”

CORPORATE VALUES

United we Shine: Unity in diversity creates collectiveness, as it is in music where many different notes blend together in the making of a perfect symphony.

Strive for Excellence: We are passionate about what we do and dedicated to pursue excellence, which is doing ordinary things extraordinarily well.

Sparks of Kindness: We endeavour to fan the spark of kindness in everything we say and do inspiring countless other positive qualities to emerge.

Humility is Power: When seedlings thirsting for growth are watered with a humble attitude, we become agents of change for progress.

Continuous Learning: To learn and not stagnate, to refine and steer new heights, is a constant steady drive to materialise the change we aspire to see.

It's Right to be Fair: What we hold in trust for others will be shaped by our fairness to them. The strength of our relationships are upheld on justice.

Our People, our Partners are our Strength: Our people and partners are of tremendous value and strength, we treasure them as a mighty drop in the vast ocean.

