

CAMPBELL
TICKELL

wandle

Chair

Recruitment pack



Your application

Thank you for your interest in the role of Chair of the Board at Wandle.

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 read this pack carefully as it will provide you with an overview of the organisation and role.

To apply, we will need the following from you:

- **A CV:** Please include details of your current and most recent roles, including any Non-Executive Director (NED) appointments. Earlier career history can be summarised, particularly for roles held more than 15 years ago. We would also welcome information about your key achievements, as this will help us understand your skills, experience and the value you could bring to the role. Ideally, your CV should be no more than two pages, and no longer than three.
- **A personal statement:** We would like to hear about your motivation for applying, why Wandle and this Chair role appeal to you, and how your skills and experience meet the requirements set out in the role specification. Ideally, this should be around two to three pages in length.
- **The declaration form:** This can be accessed via the role page on our website. The form also provides an opportunity to let us know if you are unavailable for 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.

Once submitted, you will receive both an email acknowledgement and an on-screen confirmation. If you have any issues, you can call 020 3434 0990.

The role closes at 9.00am on Wednesday 7 October 2026.

Please ensure we receive your application in good time.

We are happy to have a preliminary discussion. Please send an email to me at the address below and we can arrange a time to speak.

Kind regards,

Bill

Bill Barkworth | Senior Associate Consultant

bill.barkworth@campbelltickell.com

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Welcome

On behalf of the Wandle Board, I am delighted that you are interested in the position of Chair. I hope that this pack will help to inspire you and guide you through the selection process.

Wandle has been providing affordable the homes to residents of south London for almost 60 years and our purpose is still as relevant now as it was 1967 when we were founded - we want to be an excellent landlord and contribute to building strong communities in south London and deliver against our vision 'Homes to be proud of and services you can trust'.

Like everyone in our sector, Wandle has had to deal with an ever changing and difficult economic, regulatory and legislative environment and still deliver on quality, affordable homes and supportive services. We haven't always got it right, but our work and focus over the last few years has put us in a much better and improving shape, articulated in our Corporate Strategy 2025 to 2028.

You will be joining us at an exciting time. Our current Chair, Valerie Vaughan-Dick, who steps down in early 2027, has provided the leadership that has helped strengthen our governance, set our strategy and enabled the Board and Executive to reset our relationship with our customers and drive continuous improvement across all our services. We also have a strong and diverse Board with a wide range of expertise and a skilled and capable Executive team in place.

We want someone as equally inspiring who can pick up the challenge and help us go even further in our improvement journey, working with the Board to put our customers at the heart of what we do. You will also be joining at a time we start to think about our new corporate strategy and the further steps and creativity we can bring to deliver the services that meet our customers expectations.

As a senior non-executive, you will bring strong strategic leadership experience and people skills that allow you to successfully engage, influence and encourage others, and to contribute and support the Board to be at their best. It will also be important to have a good level of understanding of the social housing sector and the nature of the communities we operate in.

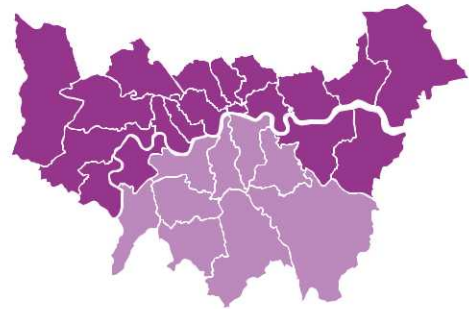
I am pleased that you are taking the time to consider what is a genuinely great opportunity. Do your own due diligence, ask others what they think of us and speak to our retained consultants – Campbell Tickell. I am confident that you will see and hear good things, but I am also looking forward to meeting you so we can talk further about what more we can do together.



Julie Blair
Vice Chair and Chair of the People Committee

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 7,500 homes across nine south London boroughs and almost 250 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."

Nearly 60 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. 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 our customers safe and secure.

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, and The L12, a diverse collective of community-focused housing associations in London dedicated to tackling the capital's housing crisis and uplifting its communities.

Alongside this we are a part of Homes for Cathy campaigning to end homelessness and are actively supporting our local authority partners, helping some of the almost 75,000 households, including an estimated 100,000 children, living in temporary accommodation and the 330,000 Londoners on waiting lists for social housing.

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

Our purpose and vision

We see our purpose as supporting people, across south London, who need a home and we are helping to tackle the shortage of good quality affordable housing by providing homes for people most in need of housing.

Our vision is what we aspire to achieve. Homes to be proud of and services you can trust.

Our plan to deliver this is set out in our **Wandle Corporate Strategy 2025 – 2028** underpinned by three connected strategic



Right services

providing quality, accessible, consistent, efficient, responsive and trusted services.



Right homes

means providing homes that are safe, secure and sustainable.



Right support

means truly understanding through meaningful engagement what support residents need from us and our partners to sustain their tenancy, their mental and physical health, financial security and thrive in the community.

The delivery of these themes is enhanced through our enabling objectives:



Robust infrastructure

a focus on data utilisation and knowledge management, technology, digital and processes that enable us to identify and respond at pace to our residents' needs and expectations.



Strong governance and financial resilience

a focus on assurance and scrutiny, making informed decisions based on the foundations of a robust infrastructure and on ensuring value for money, prioritising our investment into what matters most for our residents and driving out operating inefficiencies.



People and culture

an inclusive culture focused on accountability, delivering solutions and achieving performance outcomes with ways of working designed around how our residents interact with us.

For further details about Wandle Housing Association, you can visit our website at: www.wandle.com

Our Board

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

Dr Valerie Vaughan-Dick, MBE FRCGP (Hon)

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 Executive Officer at the Royal Institute of British Architects (RIBA). RIBA is a global professional membership body, serving

more than 57,000 members. Their aim is to create better buildings, stronger communities and a more sustainable environment for people to live in.

Valerie was previously the Chief Operating Officer (formerly titled 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 led 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.

She was awarded an MBE in the Queen's Platinum Jubilee Honours list in June 2022 and made an Honorary Fellow of the Royal College of General Practitioners in February 2023. In March 2024, Valerie was named in Dezeen's list of the 50 most influential women in architecture and design.

Member of People Committee.

Julie Blair

Wandle's Vice Chair and Chair of People Committee



Julie is our Chair of the People Committee and joined Wandle's Board in February 2023, with over 20 year's experience in the housing sector, working for organisations including the Home Group, Affinity Sutton and the Circle Group.

Julie has 29 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 preparation for merger into Clarion.

Julie is presently the Executive Director of Corporate Services at Look Ahead where she joined in 2016, previously as their Executive 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.

Member of Audit and Risk Committee.

Alison Muir

Chair of Customer Experience Committee



Alison is Chair of the Customer Experience Committee and joined Wandle's Board in December 2025. She is a passionate advocate for social justice and people-centred customer services and has authored several related articles published by

the National Housing Federation, 24 Housing and Inside Housing.

Alison has worked within the affordable housing sector for over 25 years, with former roles within Peabody, Notting Hill and, as interim Chief Operating Officer supporting Octavia Housing, Executive Director of Housing for St Mungo's, a national homelessness charity and Anchor Housing Group, England's largest provider of specialist housing and care for older people. She is Chief Executive of Housing for Women.

Alison is currently an executive consultant and also serves on the Board of Newlon Housing Trust and its subsidiary, Outward, as a trustee and as an advisory panel member of Connex Leadership Network. Alison also has an Executive MBA from Henley Business School.

Member of Asset and Investment Committee.

Paul Phillips

Chair of Audit and Risk Committee



Paul 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.

Member of Treasury Committee.

Zoë Shaw

Senior Independent Director, Chair of Treasury Committee



Zoë 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 Head of Credit for the Fintech company, SportsFi. 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.

Member of Audit and Risk Committee.

John Baldwin

Chair of Delta Homes Ltd



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.

Member of the Customer Experience Committee, and of Audit and Risk Committee.

Fiona Hollingsworth

Chair of Asset and Investment Committee



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.

Fiona is also an Independent Member of Watmos Community Homes Resident Committee.

Chair of Asset and Investment Committee and Audit and Risk Committee.

Nadira Hussain

Chair of Ravensbourne Developments Ltd



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.

Member of People Committee and Audit and Risk Committee.

Ashley Bryant

Non-Executive Director



Ashley Bryant is an accomplished strategic leader with over 20 years' experience transforming customer service, operations and organisational performance across the public, private and housing sectors. Known for combining commercial insight

with a deep commitment to customer experience, Ashley has led large multi-site teams and delivered award-winning improvements in satisfaction, efficiency and digital service delivery.

With a career spanning local government, housing, business process outsourcing and consultancy, Ashley has consistently driven measurable improvement, whether redesigning operating

models, leading digital transformation, or embedding customer voice at the heart of decision-making. Ashley has held senior roles including Director of Resident Services at Hammersmith & Fulham Council, Customer Service & Revenue Director at L&Q and Director of Customer Service at Agilisys, where she delivered customer service transformation which delivered significant improvements in customer outcomes.

Alongside executive leadership roles, Ashley serves as a Non-Executive Director at Golding Homes, bringing governance expertise, sector insight and a passion for inclusive, customer-centred transformation.

Member of Asset Investment Committee and Customer Experience Committee.

Anne Waterhouse, *Chief Executive of Wandle*, is also a board member. See her biography below within *Our Executive*.

Our Executive

Anne Waterhouse

Chief Executive



Anne became Wandle Housing Association's Chief Executive in April 2023 and is a co-optee to Wandle's Board.

Anne is responsible for undertaking the delivery of Wandle's corporate strategy, to ensure that Wandle

continues to support people across south London who need a home.

Anne has worked within the housing sector for 20 years and alongside her role at Wandle is currently Chair of The L12, a diverse collective of community-focused housing associations in London. Anne also sits on the Board of PlaceShapers, a national network of place-shaping housing organisations.

Yinka Bolaji

Executive Director, Property and Development



Yinka joined Wandle in October 2016 as Executive Director of Property and Development. He has over 20 years' experience in housing and social care sector, lately in senior management roles at Genesis and Anchor Trust.

He is passionate about Wandle's role as a landlord with a long-term commitment to our communities.

Yinka has successfully developed a wide range of projects and has implemented asset management strategies with significant business and investment planning elements.

Francis Burrows

Executive Director, Customer and Operational Services



Francis joined Wandle in September 2024. He was previously Director of Support and Service Development at Orbit, leading a portfolio of housing services for older people and supported housing and leading on EDI for customers.

Francis is also the Chair at Pioneer Group in Birmingham, where he has been on the board since 2019. Francis is the Executive Team member who holds responsibility for compliance with the consumer standards.

Shaun McLean

Executive Director, Finance



Shaun joined Wandle in August 2025 as Executive Director of Finance. Shaun has worked in social housing for over 15 years; having worked in various commercial sector organisations prior.

He is committed to ensure the business has the resources to improve services to customers and to build more of the critically needed homes London needs, today and for years to come.

Rebecca Escott-New

Executive Director, Corporate Services



Rebecca joined Wandle in June 2024 as our new Executive Director of Corporate Services.

Rebecca and her teams are responsible for Governance & Compliance, Digital, IT, Data, Communications, HR, Health & Safety and Facilities.

She has a vast background in strategic planning, risk management, project delivery, business improvement and stakeholder engagement at a senior level and joins us from Crisis UK where she was the Director of Strategy, Planning and Compliance.

Rebecca serves as Wandle's Health and Safety Lead and is responsible for ensuring compliance with our health and safety obligations towards tenants. Any tenant wishing to contact Rebecca regarding a Health and Safety matter can do so by emailing healthandsafety@wandle.com.

Chair of the Board: Role Profile

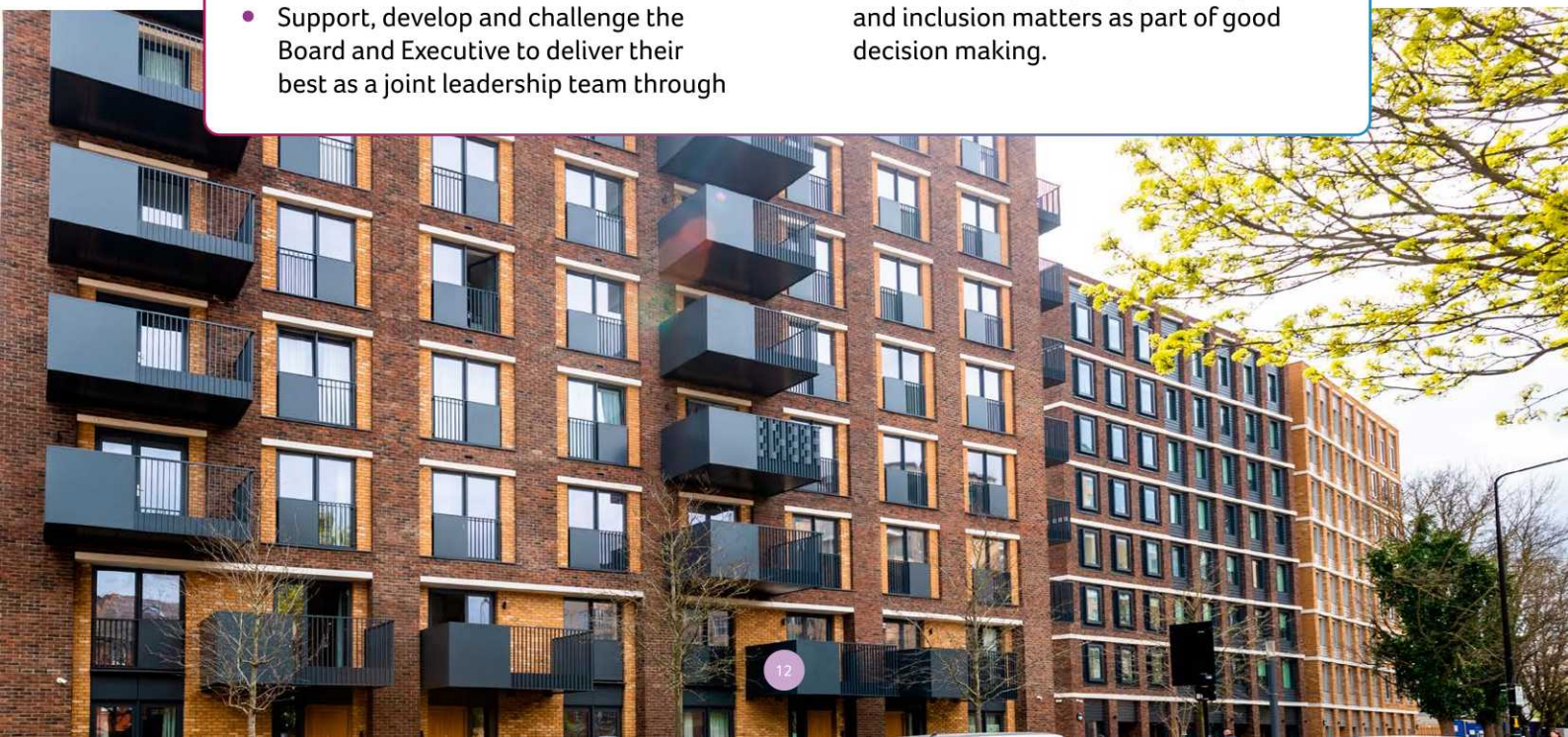
Working with fellow Board Members, the Chair will provide strategic leadership to the Board, ensuring Wandle is well governed, financially resilient and focused on delivering its purpose and strategic objectives.

The Chair will lead the Board in setting direction, providing constructive challenge and oversight, and ensuring effective governance, risk management and accountability across Wandle.

The Chair will create the conditions for an effective, inclusive and high-performing Board, fostering strong relationships both inside and outside the boardroom.

As Chair of the Board, you will:

- Have the ability to bring the Board together, inspiring them to be the best they can be.
- Provide leadership and direction, building cohesive and dynamic governance arrangements that achieve strong and effective relations across the Board and Executive team to support Wandle to realise its strategic objectives and vision.
- Reflect Wandle's culture, embodying our values and behaviours in everything you do and work with the Board and Executive to promote the highest standards of governance ensuring efficient conduct of the business of the Board and general meetings in accordance with Wandle's Rules, Code of Governance and Standing Orders.
- Support, develop and challenge the Board and Executive to deliver their best as a joint leadership team through collaborative working ensuring the development and achievement of Wandle's Corporate Strategy.
- Drive performance by ensuring that a robust business assurance, risk management, and risk appetite framework that supports compliance with all legal, statutory and regulatory obligations is implemented, regularly reviewed and monitored.
- Ensure a community focus by championing the interest and needs of our customers in our decision making, inspiring the Board and Executive to achieve the best outcomes for our customers.
- Role model the commitment to consideration of equality, diversity and inclusion matters as part of good decision making.



Chair of the Board: Person Specification

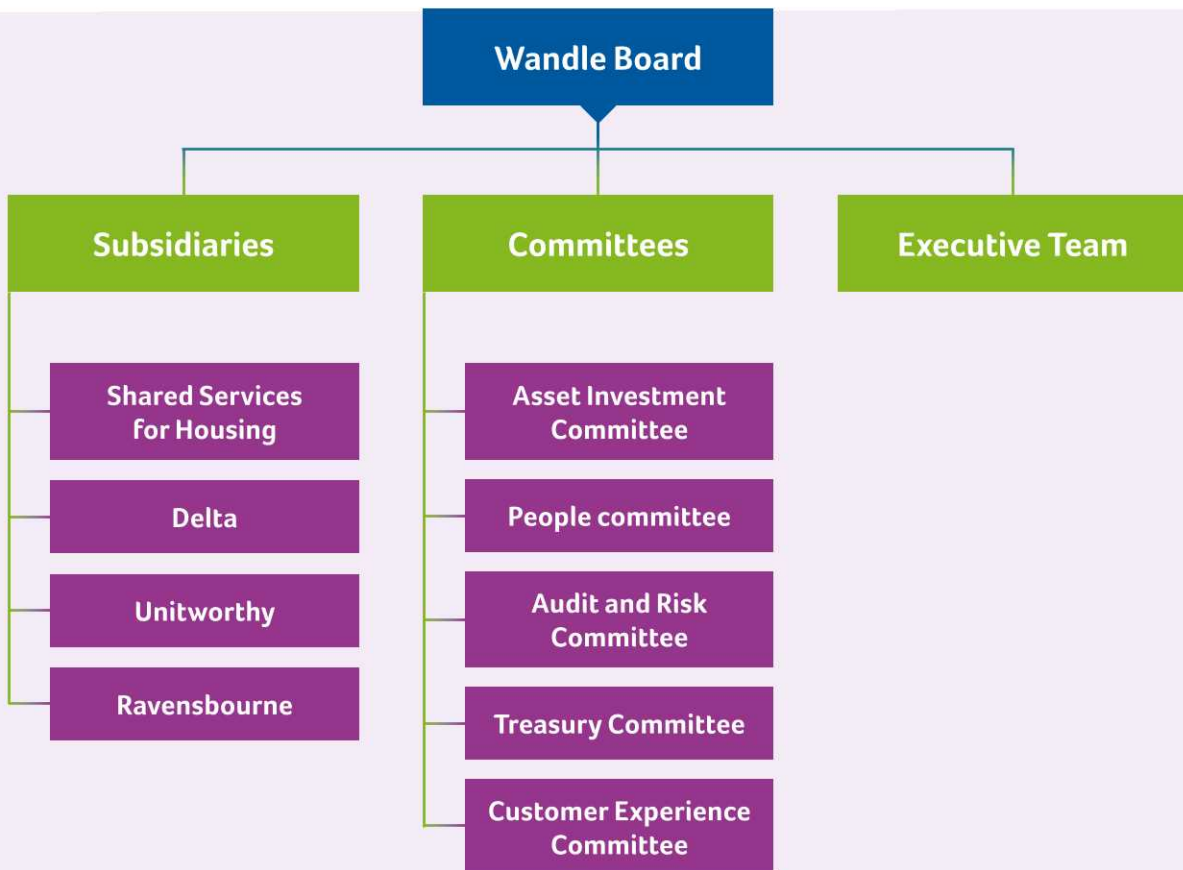
What you will need:

- Exceptional chairing skills to lead, motivate us, and keep the focus on the things that matter to our customers.
- Good governance knowledge with significant exposure at Board level and/or an extensive Board track record, preferably in the housing or related sectors.
- A clear understanding of the respective roles of the Board and Executive Team, and the ability to maintain an effective balance between support, challenge and accountability.
- To proactively demonstrate a strong commitment to equality, diversity and inclusion with a track record of fostering inclusive decision-making processes.
- Strategic insight and sound judgement, with experience of shaping organisational direction and overseeing the successful delivery of strategic objectives.
- Financial acumen, coupled with a commitment to robust risk management.
- The ability to apply professional knowledge and experience in order to constructively challenge and interrogate information in a supportive and collaborative manner.
- Excellent communication and interpersonal skills, with the credibility, influence and emotional intelligence to build trusted relationships with a wide range of stakeholders.
- Energy, passion and a desire to help drive Wandle to achieve its aspirations.
- Credibility, gravitas, a good reputation and good at relationship building.

As a South London-based housing association, we would particularly welcome applications from individuals with a connection to South London and an understanding of the opportunities and challenges facing local communities. Knowledge of the London housing sector, its operating environment and the needs of residents would be an advantage.

Our Governance Structure

Alongside our formal governance structure, our customer engagement and influence panels and steering groups play an important role in shaping decisions and services. Their insight and feedback, both within and outside Board and Committee discussions, are a key part of our operating model.



The Role of the Board

Wandle is overseen by a Board which meets regularly throughout the year to provide strategic leadership, oversight and accountability. The Board is responsible for setting Wandle vision, strategic direction and priorities, ensuring we remain financially resilient, well governed and focused on delivering positive outcomes for our customers.

The Board approves key policies and business plans, monitors organisational performance and provides oversight of risk, assurance and compliance. It delegates day-to-day management to the Executive Team while maintaining clear accountability for Wandle's overall performance and long-term success.

Board members play a vital role in scrutinising performance, supporting and constructively challenging the Executive Team, and ensuring that services meet the needs of customers and communities. They are responsible for ensuring Wandle operates effectively, efficiently and in line with its values and regulatory and legal obligations.

Board members are appointed through formal recruitment processes and bring a broad range of skills, experience and perspectives from diverse professional and personal backgrounds. The Board currently comprises 11 members and meets formally at least six times a year.

Key terms and conditions

Remuneration

£14,300 per annum

Plus, reasonable out-of-pocket expenses incurred while undertaking Board duties (this does not include travel costs associated with scheduled Board or Committee meetings).

The appointment

The term of office would usually be two three-year terms, up to a maximum of six years.

Time Commitment

The expected commitment is approximately 3 to 4 days per month.

This includes attendance at 6 Board meetings each year, 6 Board briefings, a Board away day, and occasional attendance at some of our customer and other stakeholder events. Board briefings are typically an hour in length and provide training, development opportunities and insight into key strategic or external matters.

The role also involves regular meetings with the Chief Executive, leading Board member appraisals and sufficient time to prepare for meetings and review papers.

The Chair of the Board will also be a member of the People Committee.

While the expected time commitment is outlined above, there may be periods when additional input is required, particularly during times of organisational change, significant activity or emerging issues. In these circumstances, additional Board, Committee or general meetings may be convened in accordance with Wandle's Constitution.

Location

Meetings are usually held at our central London office, Second Floor, 230 Blackfriars Road, London, SE1 8NW, conveniently located between Blackfriars National Rail Station and Southwark Underground Station, although some meetings and briefings are held online.

Key dates and selection process

Closing date: Wednesday 7 October 2026 | 9.00am

We will be in touch with you to let you know the outcome of your application by the end of week commencing 12 October.

First Stage Interview: Tuesday 27 October 2026 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel, Bill Barkworth, Senior Associate Consultant and Deb Bannigan, Senior Associate Consultant.

We will be in touch to let you know the outcome of the interview by Thursday 5th November.

Final Stages

Stakeholder meetings: w/c 9 November 2026 | via Teams

There will be an opportunity to meet representatives of Wandle residents and members of the Executive.

There will also be an opportunity to have a conversation with Valerie Vaughan-Dick, our current Chair.

Final interviews: Friday 13 November 2026 | in-person

Shortlisted candidates will be interviewed by a panel chaired by Julie Blair (Vice Chair) and includes Zoe Shaw (Senior Independent Director and Chair of Treasury Committee) and Alison Muir (Chair of Customer Experience Committee). Anne Waterhouse (Chief Executive) and Bill Barkworth (Senior Associate with Campbell Tickell) will also be in attendance.

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

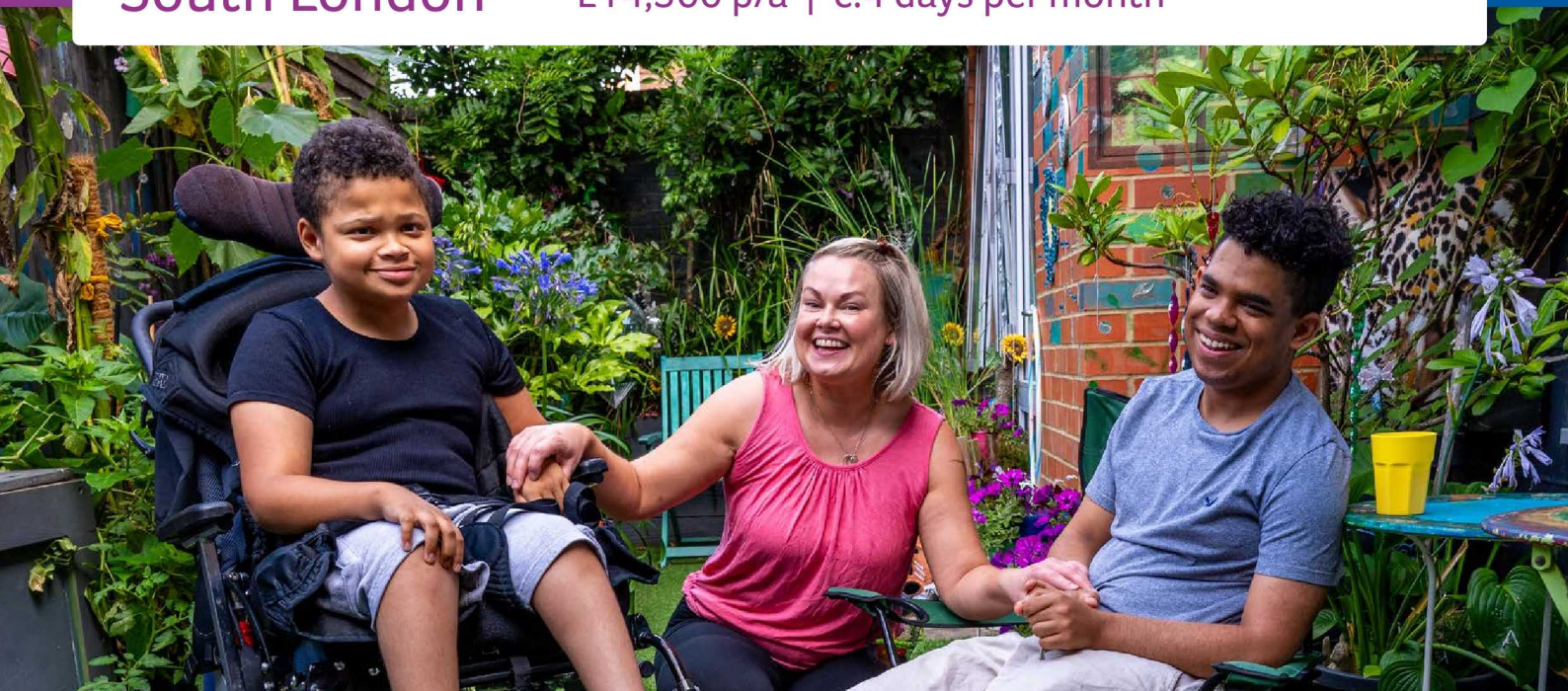
CAMPBELL
TICKELL

wandle

Chair

South London

£14,300 p/a | c.4 days per month



Wandle was founded in 1967 by a group of local people determined to tackle homelessness in South London. Today, we own and manage more than 7,500 homes across nine South London boroughs and employ almost 250 colleagues. While providing safe, affordable homes remains at the heart of what we do, our ambition goes further. We work alongside customers and communities to create opportunities, improve wellbeing and help people thrive.

We are seeking an exceptional leader who shares our commitment to making a positive difference in people's lives. You will bring significant Board-level experience within the social housing sector, together with the ability to provide strategic leadership, promote

effective governance and build strong relationships across the Board and Executive Team.

We are particularly interested in candidates with a strong track record in governance, excellent people and stakeholder skills, a passion for customer-focused services, and a genuine commitment to equality, diversity and inclusion.

At Wandle, we believe that diverse perspectives lead to better decision-making and stronger outcomes for our customers. We are committed to creating an inclusive culture and welcome applications from people of all backgrounds. We are particularly keen to ensure our Board reflects the diversity of the communities we serve.

For full details and to download the candidate pack, please visit
www.campbelltickell.com/jobs

For further discussion please contact:
Bill Barkworth | Senior Recruitment Associate
bill.barkworth@campbelltickell.com | 07706 369273

Closes: **Wednesday 7 October 2026 | 9.00am**