



# Regulator of Social Housing Non-Executive Director recruitment: Generalist and ARAC

## Information Pack for Candidates

Closing date: **Closing Date: 11.00pm on 25 September 2023**





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# Welcome



**Bernadette  
Conroy**  
Chair, Regulator of  
Social Housing

Dear Candidate,

Thank you for your interest in these vacancies on the RSH Board.

The Regulator of Social Housing (RSH) is responsible for the regulation of around 1,400 social housing landlords (often known as housing associations) and 200 local authorities who provide affordable homes. Together those 1,600 organisations provide a home to over four million households in England. The importance of safe, secure, affordable housing has been underlined like never before in recent years, including by the tragedy at Grenfell Tower and the coronavirus pandemic.

The RSH has successfully delivered highly effective regulation of Registered Providers of social housing for many years. Our purpose is to promote a viable, efficient and well-governed social housing sector able to deliver quality homes that meet a wide range of needs.

Until now, our regulation has largely focused on ensuring the housing associations we regulate are well governed and financially viable - to maintain lender confidence, protect social housing assets and the tenants who live in those homes. Following the recent passage of the Social Housing Regulation Act through parliament we will become a proactive regulator of consumer standards for both Housing Associations and Local Authority social landlords. This combination of maintaining our strong track record of economic regulation, whilst building our consumer regulation function, make the board of the RSH an exciting place to be in the coming years.

You will be at the forefront of ensuring the social housing sector remains viable and able to deliver good quality services to tenants whilst making sure it can continue to actively develop new homes to address housing need across the country. I would like to encourage you to consider applying to join the board of the Regulator at this exciting and challenging time. Our role is an important one – keeping the social housing sector in good shape to make a positive difference to the lives of social housing tenants. Our board is essential in steering the strategic direction of the organization, bringing a range of financial, housing, regulation and consumer expertise and experience as set out in the accompanying job description. We hope to receive applications from a diverse range of individuals, we would particularly welcome candidates from a Black, Asian or Minority Ethnic (BAME) background.

Full details of the roles and responsibilities are set out in this document, and I very much hope you will decide to apply.

## About the Regulator of Social Housing

The Secretary of State for the Department of Levelling Up, Housing and Communities (DLUHC) is seeking to appoint Board Members of the Regulator of Social Housing (RSH). The Board will help guide the next phase of the organisation's growth and development, as the Regulator responds to the reforms set out in the Social Housing White Paper. We are open to applicants with a wide range of skills and backgrounds and would welcome hearing from applicants who have experience leading an organisation and wider sector through significant change.

This Government is committed to improving the lived experience of social housing as set out in the Social Housing Regulation Act whilst ensuring that the sector remains viable and well governed, able to invest in its existing stock and deliver new homes. This will be an exciting and challenging time to join the organisation, leading transformational change to the way the Regulator works with the wider social housing sector.

The Regulator is one of DLUHC's key arm's length bodies, ensuring that providers are well-run, financially sound and able to deliver the homes that are needed, and that existing tenants have landlords that provide homes that are safe and deliver a good service.

The Regulator is currently dealing, like many others, with the implications of a changing economic environment and the need for the social housing sector to deliver positive outcomes for tenants and communities up and down the country. These challenges will continue for some time and ensuring the financial stability of the sector and overseeing the response of landlords will continue to be crucial for the Regulator. As an economic regulator overseeing a sector with access to approximately £100bn of private finance, this is the moment where the regulation and understanding of the sector is key in building market confidence and spotting financial issues before they arise. In addition, the Social Housing White Paper sets out the Government's response to the Review of Regulation, following the Grenfell Tower tragedy. The Regulator's consumer role was a key focus of this Review, and the Board will need to steer the organisation through the reforms set out in the White Paper.

The Regulator of Social Housing is key in terms to delivering services to the 4 million households who live in social housing and in terms of delivering Government objectives on housing. Not only does social housing account for 17% of households in England but social landlords (mainly housing associations) are on average responsible for over 20% of all new housing delivery in England in any given year. Therefore the Regulator's Board is pivotal to the delivery of housing objectives to tenants and Government.

All of this is likely to provide a challenging task for the Board of the Regulator. The role of the Board is to ensure the organisation continues to deliver in these more challenging times, whilst ensuring that going forward it can respond and evolve to future policy changes and significant cultural change in the organisation.

# Aims and Objectives of the Regulator of Social Housing

The Regulator of Social Housing was previously constituted as the Regulation Committee within the Homes and Communities Agency. The Regulator of Social Housing (RSH) became a standalone Arms Length Body (ALB) on 1 October 2018.

The Regulator has two distinct roles set out in statute – these are in relation to (i) economic and (ii) consumer regulation.

The Regulator's statutory economic regulation objectives applies to Private Registered Providers (commonly known as Housing Associations), with the Rent Standard also applying to local authorities from 2020. Economic regulation is currently the main activity of the Regulator. The objective, in summary, is to ensure that those providers meet standards set by the Regulator in relation to matters such as their financial viability, governance and value for money. This work has ensured that the social housing sector has been able to raise over £100bn of private finance to invest in both new and existing homes. Investors have placed confidence in the RSH to ensure that the sector remains an efficient and effective sector that minimises its risk whilst delivering positive outcome across England.

The Regulator's current statutory consumer regulation objective extends to all registered providers, both Private Registered Providers and stock owning local authorities. The Regulator's main activity in this area is to set standards related to consumer regulation matters, which are principally in relation to the services that registered providers make available to their tenants. While the Regulator sets consumer standards, the primary responsibility for resolving issues with these is between landlords, tenants and their representatives at a local level – with ultimate recourse to resolve individual complaints, to the Housing Ombudsman. The Regulator of Social Housing can only currently intervene if a consumer standard has been breached and as a result, there is serious detriment or potential serious detriment to tenant. The Social Housing Regulation Act will change this.

The Economic and Consumer regulation standards are reflected in the current regulatory framework for social housing, which came into effect on 1 April 2015 and is regularly updated. The regulatory framework sets out the requirements that providers must meet (in particular, seven outcome-focused regulatory standards) and the way in which the Regulator carries out its functions.

The Regulator's primary regulatory principle is co-regulation. This approach recognises that boards and, in the case of local authorities, councillors, are responsible for their organisation's performance, compliance with regulatory standards and adherence to their own selected code of governance. The Regulator also has a statutory duty to exercise its functions in a way that is proportionate and minimises interference.

The Social Housing Regulation Act will enable reforms to the Regulator's current regulatory approach by facilitating a new, proactive consumer regulation regime and by strengthening the Regulator's current economic regulatory role. These changes will require the Regulator to undergo significant organisational growth and it has already been gearing up to implement new consumer regulation.

## About the roles

We hope to recruit two non-executive members, with one to also Chair the Audit and Risk Assurance Committee.

We are also recruiting separately for one NED who has experience and passion for championing the consumer and/or social justice and delivering real change in that regard. To apply for one of these roles, you must instead visit the HM Public Appointments website and apply through the separate link.

The Board is responsible for:

- Supporting the Chair in establishing the Board's overall strategic direction in line with its statutory objectives and functions;
- Helping to ensure that the strategic direction and operation of the Regulator secures and maintains wide confidence in the viability and stability of the social housing sector both within Government, and with the sector's funders, and;
- Operating and exercising the Board's functions in accordance with the highest standards of conduct and probity and established good practice in decision making; and promoting the most effective and efficient use of resources.

The Board takes decisions on matters such as:

- Maintaining and developing the regulatory framework – to keep pace with changing sector risks and ensure an approach that can withstand emerging challenges;
- Regulatory standards, strategy on the use of registration powers for both non-profit and profit-making organisations.
- Strategy on enforcement and intervention;
- Strategy on proactive economic regulation;
- The use of financial and economic analysis, for example on the risk profile of the sector; and
- Delegation of regulatory functions.

# Key Responsibilities

Key responsibilities of Members of the RSH Board will be:

## 1) To provide strategic clarity by:

- Helping to ensure that the Regulator's activities contribute to the achievement of its statutory objectives;
- Helping to ensure that the Regulator has long-term capacity and capability and undertakes on-going horizon-scanning;
- Ensuring strategic decisions are based on a collective understanding of policy issues;
- Bringing an informed external perspective to challenge and support on delivery of outcomes.

## 2) To provide commercial sense by:

- Informing and agreeing distribution of responsibilities between board, committees, and executive;
- Ensuring sound financial management;
- Scrutinising the allocation of financial/human resources to the achievement of the corporate plan;
- Ensuring organisational design supports the attainment of strategic objectives;
- Setting risk appetite and ensuring appropriate controls are in place to manage risk;
- Evaluating the performance of the board and board members;
- Planning for board member succession (within statutory constraints).

## 3) Talented people:

- Ensure the Regulator's overall capacity and capability to deliver its statutory objectives.

## 4) Results focus:

- Shape the Regulator's corporate plan and business plans;
- Monitor the Regulator's performance against plans;
- Agree and support the Regulator's corporate standards, culture and values.

## 5) Management information:

- Ensure that clear performance information is used to provide assurance of delivery of statutory objectives within agreed risk appetite, and that budgets are achieved.

# 1. Non-Executive Director Selection Criteria

The below criteria apply for the general Non-Executive Director position. All candidates must demonstrate, in their CV and supporting letter, how they meet the selection criteria for the roles, through their knowledge, skills and experience.

## **Essential Criteria:**

1. Experience of Director-level senior management and governance, including operating at a senior level in a large and/or complex organisation, with experience of working with or on a Board;
2. Understanding of the social housing sector and social housing management – including an ability to articulate clearly the sector's drivers and operating model;
3. Ability to make decisions based on complex financial products and models;
4. Understanding of the principles of risk-based regulation;
5. Experience of helping a sector balance its economic and commercial drivers with improvement of customer service and protection of regulated assets;
6. Senior level experience of working within, or with, public sector organisations that interface with government;
7. An understanding of good corporate governance and the ability to contribute to effective oversight of all aspects of the organisation's operations;
8. A clear commitment to the Regulator of Social Housing's role in regulating registered providers of social housing to promote a viable, efficient and well-governed social housing sector able to deliver and maintain homes of appropriate quality that meet a range of needs.

## **Desirable Criteria:**

1. Previous Non-Executive experience in a regulator or regulated body;
2. Experience of managing an organisation through corporate change.

## 2. NED and Chair of Audit and Risk Committee Selection Criteria

The below criteria apply for Non-Executive Director candidates applying for the Chair of the Audit and Risk Committee role. All candidates must demonstrate, in their CV and supporting letter, how they meet the selection criteria for the roles, through their knowledge, skills and experience.

### Essential Criteria:

- Significant expertise in audit, governance, risk assurance and financial reporting and must be a Qualified Accountant, with an understanding of corporate governance and a commitment to the principles of public service, with the highest standards of personal propriety in relation to governance, accountability, risk and financial management.
- Experience of Audit Risk and Assurance Committees and, ideally but not essential, the requirements on Non-Departmental Public Bodies (NDPBs).
- Previous Chair experience of an Audit Committee to ensure that it is effective in its role and that internal control systems are in place and operating.
- A clear commitment to the Regulator of Social Housing's role in regulating registered providers of social housing to promote a viable, efficient and well-governed social housing sector able to deliver and maintain homes of appropriate quality that meet a range of needs.
- Experience of overseeing an internal audit programme and monitoring the implementation of recommendations.
- Previous experience of working with the National Audit Office.

### Desirable Criteria:

- Previous Non Executive experience in a regulator or regulated body;
- Experience of managing an organisation through corporate change.

# Outline Terms and Conditions

**Remuneration:** £11,000 per annum (equivalent to £458 per day). This remuneration is treated as employment income and will be subject to tax and National Insurance contributions, both of which will be deducted at source under PAYE before you are paid.

**Time Commitment:** Your time commitment is expected to be a maximum of 24 days per annum.

**Term:** Appointments are made by Ministers for a period of up to 3 years.

**Location:** The location of the Regulator of Social Housing is at 2 Marsham Street, London, SW1P 4DF. Board meetings are customarily held at this location, however, some meetings may be held outside London.

## **Expenses and Subsistence:**

Reasonable travel and subsistence expenses incurred on RSH business will be reimbursed in accordance with RSH policies.

## **Conduct:**

The Members will be expected to act in accordance with:

- The principles set out in the Cabinet Office's [Code of Conduct for Board Members of Public Bodies](#). The Code sets out, clearly and openly, the standards expected from those who serve on the boards of UK public bodies and will form part of individual members' terms and conditions of appointment;
- The [Seven Principles of Public Life](#)

## **Nationality:**

You must have a right to work in the UK, there must be no employment restrictions, or limit on your permitted stay in the UK.

## **Annual Performance Review and Reappointment:**

Annual performance reviews are expected to be undertaken by the Chair of the Regulator of Social Housing. Reappointments are not automatic and will only be considered subject to satisfactory performance reviews.

# How to Apply

The new Public Appointment website is open for this vacancy and candidates will need to apply for this role using the [Public Appointments website](#):

To apply you will need to [create an account](#) or [sign in](#).

Once you are logged into your account, click on 'apply for this role' and follow the on-screen instructions. To apply, all candidates are required to provide:

1. **Curriculum Vitae** (*maximum 2 pages*). Include your education, professional qualifications and full employment history.
2. **Supporting Statement** (*maximum 2 pages*). Please tailor setting out your suitability for the role and how you meet the Selection Criteria. We suggest you use specific examples to demonstrate how you meet the Criteria. If you can offer the experience in more than one of the areas referenced above, please clearly reference and example those Criteria in a single supporting statement.
3. **Equality Information** The information you provide will not be used as part of the selection process and will not be seen by the interview panel.
4. **Information relating to any outside interests or reputational issues** You should declare any potential issues including conflicts of interest (perceived, potential or actual), this includes your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment to RSH, DLUHC or HM Government, or cause public confidence in the appointment to be jeopardised. The Panel will explore your declarations during the interview process. Failure to disclose such information could result in an appointment either not being made or being terminated.

Candidates should note that 'due diligence' will be carried out as part of the assessment process if you are called to interview and will be shared with the Panel and Ministers, this will include searches on social media, blogs and/or other publicly available information. Diversity data will be treated in confidence and is used for data gathering information only and will not affect your application.

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

# Assessment Process: Overview

Public appointments are made on the basis of merit, in accordance with the Cabinet Office Governance Code on Public Appointments. The decision on who to appoint is made by Ministers, who receive advice from the Advisory Assessment Panel on the suitability of candidates against the published selection criteria.

The timeline provided is indicative and could be subject to change. If you are unable to meet these timeframes, please let us know by contacting [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).

## The Advisory Assessment Panel will be:

- Emma Payne, Director of Social Housing and DLUHC Panel Chair
- Bernadette Conroy, Regulator of Social Housing Chair and ALB Representative
- Abi Olapade, Independent Panel Member
- Peter Apps - External Panel Member

Due to the high volume of applications we receive, we only provide feedback to candidates who reach the interview stage and will only be provided once the campaign has concluded.

# Assessment Process: Indicative Timeline

The timeline provided is indicative and could be subject to change, potentially at short notice. If you are unable to meet these timeframes, please let us know by contacting [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).



Closing date: 25 September 2023 (extended)



Shortlisting: w/c 27 November 2023



Panel interviews: w/c 8 January 2024. Interviews will be conducted remotely.  
Copies of passports will need to be provided prior to interview in order to check candidates' identity.

Should face to face interviews take place, please let us know if you have any accessibility issues.



The Minister may choose to meet with candidates before making a decision.  
Provisional start date: January/February 2024

Please note: The time taken between interview and a final appointment decision being made can sometimes take a number of weeks. Candidates who have been interviewed will be kept informed of progress.

# Diversity and Equal Opportunities

DLUHC is committed to the principle of Public Appointments on merit with independent assessment, openness and fairness of the process and providing equal opportunities. Applications are welcome from all, we particularly encourage applications from women, people from ethnic background, people with disabilities and other under-represented groups.

We are very interested in receiving applications from those based outside of London / the South East area. The Regulator of Social Housing's offices are based in London however, meetings may take place in other locations around the UK or via video conferencing. This position requires the postholder to undertake some travel across the UK and to work unsocial hours on occasion (including some weekend and overnight stays).

If you believe you have the experience and qualities we are seeking, we look forward to receiving your application.

## Disability Confident

As a Disability Confident employer, we will ensure that a fair and proportionate number of disabled applicants that meet the minimum criteria for this position will be offered an interview. By 'minimum criteria,' we mean that you must provide evidence in your application, which demonstrates that you meet the level of competence required under each of the essential criteria. If you wish to apply under this scheme, please complete the declaration in the on-line application form. It is not necessary to state your disability.

## Reasonable Adjustments

If you would like a confidential discussion regarding any reasonable adjustments during the process, please indicate this in the email covering your application or contact [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk). You do not need to apply under the Disability Confident Scheme to ask for a reasonable adjustment.

# Further Information

**Contact:** For further information about the roles or application process please contact [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).

We aim to process all applications as quickly as possible and to treat all applicants with courtesy. If you have any complaints about the way your application has been handled, please contact [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).

**Complaints:** If you feel this competition has not been conducted fairly and you wish to make a complaint, you should initially contact the Appointments Team at [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).

If after investigation by the Department you remain dissatisfied, you may take your complaint to the Commissioner for Public Appointments at [publicappointments@csc.gov.uk](mailto:publicappointments@csc.gov.uk) details on how to make a complaint can be found on the Commissioner's website at: <https://publicappointmentscommissioner.independent.gov.uk/regulating-appointments/investigating-complaints/>

# GDPR

We will process your application in accordance with the General Data Protection Regulations and Data Protection Act 2018. Your data will be held securely and processed for the purpose of the recruitment process. Access will be restricted to those dealing with your application or involved in the recruitment process, this will include Ministers and Special Advisers.

Data may also be shared with Cabinet Office, in order to comply with the Public Appointments Governance Code, article 3.1 of the Public Appointments Order in Council 2019. Data may also be shared with Cabinet Office and The Commissioner for Public Appointments in order to meet the public equality duty as set out in the Equality Act, s149. The Commissioner may also request access as part of a complaint investigation or review of the recruitment process.

Your data will be stored for 2 years, if appointed your data will be stored for the duration of your tenure and may be shared with the organisation that you are appointed too, unless specifically requested otherwise. Should you wish your data to be removed from our records, please contact [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk).

## **Complaints:**

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner who can be contacted at:

Information Commissioners Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

0303 123 1113 email: [casework@ico.org.uk](mailto:casework@ico.org.uk).

The data controller for Public Appointments is joint between DLUHC, OCPA and the Cabinet Office.

# Seven Principles of Public Life

In 1995 the Committee on Standards in Public Life defined seven principles which should underpin all who serve the public. It is important that members of public bodies maintain the confidence of Parliament and the public. Consistent with the Governance Code, applicants will be assessed on merit, and all candidates will need to uphold the standards of conduct set out in these principles that will be tested during the selection process. Failure to disclose such information could result in an appointment either not being made or being terminated. Should you wish to speak to someone concerning a potential conflict of interest or other issues please contact a member of the Public Appointments team at [PublicAppointments@levellingup.gov.uk](mailto:PublicAppointments@levellingup.gov.uk) in the first instance.

**Selflessness** Holders of public office should act solely in terms of the public interest.

**Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other benefits for themselves, their family or their friends. They must declare and resolve any interests and relationships

**Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using best evidence and without discrimination or bias.

**Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.

**Honesty** Holders of public office should be truthful.

**Leadership** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.