

Board Member Recruitment Pack

Tenant Board Member



Introduction from the Chair

Thank you for your interest in joining the Red Kite Board. If you were to join us, you would be joining a Board dedicated to ensuring that our tenants are central to everything that we do. Our transfer from Wycombe District Council in 2011 led to a founding conviction that a housing association should provide more than just a home, from which sprang an enduring commitment to tenant involvement.

You would be joining the Board of an organisation that has many strengths and some challenges. We strive to provide high quality homes and services, to be responsive to tenants' needs and priorities, and to address acute local housing need by developing as many new homes as our finances will allow. We are financially strong, and we are assessed by the Regulator of Social Housing as being in the top category for both governance and viability (G1,V1). Like other associations, however, we face challenges in ensuring that our homes are universally warm, safe and sustainable and that our services meet appropriately high expectations – there is always scope to do better. We're looking for people who will help us do just that as we embark on the journey to deliver a new and exciting strategic plan.



Lucy Weston

Red Kite Chair

About us

We are a tenant-led, not-for-profit, charitable housing association which owns and manages 6,600 homes all within 15 miles of High Wycombe, in the south of Buckinghamshire. Our tenants and leaseholders are our customers and have an important role in making sure that we remain truly tenant-led through everything we do.

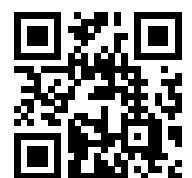
We're a social landlord and do all the things you would expect us to do, but there is a lot more to us, including our new companies that have been set up to offer rents that are based on a person's ability to pay, and to build more homes.

Our Group structure has been set up to deliver the big and exciting plans we have for the future. We have the financial resources to deliver and have a great innovative leadership and staff team to realise our goals.

If you join us, you will be on a Board which, amongst other things, oversees a Group Company, Twenty11. We set up Twenty11, outside of the regulatory system, to establish a housing provider designed for the needs and opportunities of the 21st century.

We do not expect you to have a detailed knowledge of our business; but we do expect you to be able to contribute relevant skills and experience as outlined below. We also expect you to share our concern for ensuring diversity and social justice. Finally, it would be an advantage if you live in, or reasonably close to High Wycombe.

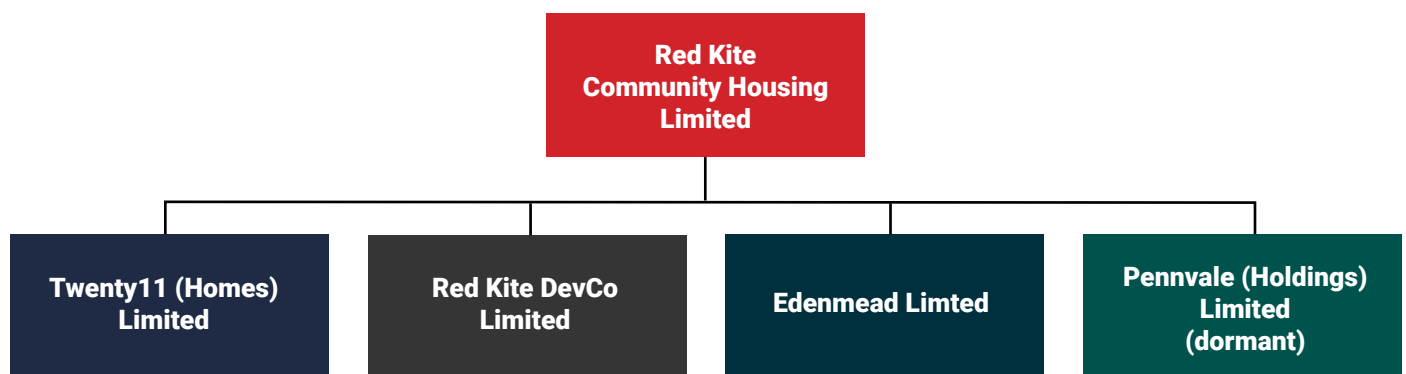
**Scan the
QR code
to find out
more about
Twenty11.**



The Red Kite Group is comprised of the following companies;

- **Red Kite Community Housing** – owns and manages a range of social housing homes mainly in the Wycombe district and is our core housing business
- **Twenty11** - an unregistered charitable purpose company that allows us to offer a fair housing solution, by tailoring rents to individual affordability and providing a model that allows tenants at all income levels to develop and realise their own personal aspirations through dedicated help and support
- **Edenmead** - a limited company that allows us to develop private homes for sale and gift back surplus to support the delivery of greater amounts of affordable housing
- **Red Kite DevCo Limited** – a limited company that allows us to develop new homes in a tax efficient manner
- **Pennvale Limited** – a limited company that is currently dormant.

Our governance structure



Our vision

Our Vision for **2025-2030**

“Creating homes as foundations that enable individuals and communities to thrive”

Our Mission for 2025-2030:

We will build a strong foundation for tenants and communities centred around safe, warm and affordable homes. This will be delivered through responsive, transparent, and cost-effective services, influenced and shaped by our diverse tenant voices. We will embrace innovative ways of working, recognising our responsibility to meet our wider challenges and ambitions to create sustainable communities and homes.

Our values



Partnership

We will work with our tenants, volunteers and other stakeholders to achieve successful outcomes, recognising the value and opportunities enabled by working together.



Respect

We will hear and value the diverse voices of our tenants and communities, and use this to shape and improve our services.



Pride

We will take pride in all that we do, and want everyone to be able to be proud of their homes and neighbourhoods.

Our Board

Red Kite is governed by a collegial and skills-based Board who meet at least nine times during the year.

Our current Board:

Chair – Lucy Weston

Lucy is a Chartered Accountant with many years' senior management experience working in the housing, health, and international development sectors.

She is currently a non-executive director of Oxford Health NHS Foundation Trust and was formerly Chair of Soha Housing, a mutual community housing association based in Oxfordshire.



Board Member - Simon Archer - retiring September 2025

Simon is a Red Kite tenant. From his life in work, personal struggles and involvement in online groups he has gained a deep appreciation for diversity in people and the benefits that various views and opinions can bring.



Board Member - Steven Broadbent

Steven Broadbent is Buckinghamshire Council's Deputy Leader & Cabinet Member for Transport, and Ward Councillor for Ridgeway East.

He has served his community as an elected Councillor since 2015 – first as a Member of Wycombe District Council, prior to the formation of the unitary Buckinghamshire Council. Steven is also the current Chairman of the East West Main Line Partnership – a multi-authority body working with the regional strategic transport body to make the strategic case for East West Rail on a national level.



He has a diverse career portfolio having been a strategic board director in public and private organisations both in the UK and overseas.

Board Member - David Carroll

David has lived in the Wycombe area all of his life and was brought up in council accommodation. He attended Wycombe college, training in the furniture industry, and went on to work for various companies before starting his own. David was appointed as a magistrate some years ago and is currently a serving Buckinghamshire Councillor.



Board Member – Derek Cash

Derek has worked in social housing for 32 years. He served for 14 years as a local councillor in his native Dorset.

He played a leading role in setting up three housing associations from scratch in Dorset, Somerset and South Africa. He has acted as executive and non-executive director for several housing providers, helped achieve continuous improvement as an Audit Commission Housing Inspector, headed up the National Housing Federation's Southern Regions, and more recently has been a self-employed consultant, advising housing associations and major charities on business sustainability and governance improvements.



Chair of People, Remuneration & Nominations Committee - Tracey Faraday-Drake

Tracey has spent most of her career in the housing and charitable sectors, starting off as a frontline worker supporting homeless ex-offenders in London.

She is currently Director for Children and Young People with NHS Frimley Integrated Care Board. Tracey has previously been a housing association chief executive and non-executive director with the NHS in both commissioning and provider organisations.



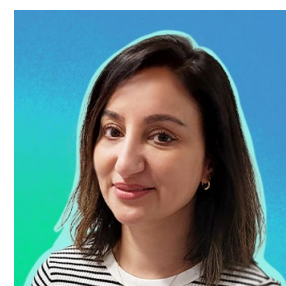
Chair of the Operational Performance and Tenant Services Committee – Diana Green

Diana has spent half her career working for a large American corporation, and half working for a major UK charity. She has worked in logistics, manufacturing and employee communications.



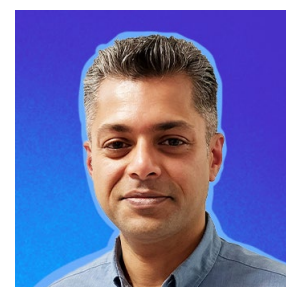
Senior Independent Director - Anita Khan

Anita started her career working in the third sector with youth-based organisations. For the past 10 years she has worked in social housing. Her current role is as Chief Executive at Tower Hamlets Community Housing, a housing association working in a borough with high levels of poverty and a complex asset base.



Chair of the Audit and Risk Committee – Bobby Koshy – retiring September 2025

Bobby has a background in audit, financial analysis, finance business partnering and project management, having led on large business transformation and change programmes, providing support and assisting executive management in keeping projects within budget and tracking strategic benefits.



Board Member - Alistair Newman

Alistair is a tenant of Red Kite and taught for over 37 years, in every type of school, from kindergarten and special needs children to 19-year-olds and many academic scholars. As a manager, he has worked with parents, fellow teachers, and on school building projects. He has also been a removals man and a security guard, as well as a porter at Harrod's, working with people from all different walks of life.



Chair of the Development Committee – Tim Mulvenna

Tim has worked in housing for nearly 20 years and is currently Chief Executive at Future Housing Group, which provides affordable homes across the East Midlands. Tim was previously Chief Executive at The Barnet Group a local authority trading company which has responsibility for all aspects of housing and homelessness in Barnet.

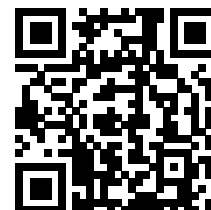


Our Resident Representative Team

Key to our tenant-led approach is our Resident Representative Team (RRT) made up of 10 tenants/leaseholders. They conduct a scrutiny programme of the areas of the business they choose, they oversee membership of our key tenant engagement structures, and have representation on most recruitment panels and procurement activities.

Our Executive Team

Information about our Executive and Senior Leadership team, who are responsible for managing the day-to-day operations of Red Kite can be found on our website www.redkitehousing.org.uk/our-team/



Recruitment process

We will operate a two-stage recruitment and selection process.

First stage:

You will have the opportunity to discuss the role in further detail, along with gaining a deeper understanding of who we are as an organisation. It will also provide us with an opportunity to find out more about you, explore your career background in further detail and discuss your motivations for applying for this position. This stage will be undertaken virtually via Microsoft Teams.

There will also be a separate discussion with a Resident Representative Team member.

Second stage:

The second stage of the process will involve a panel interview with the Chair of the Board, the Senior Independent Director, the Chair of the People, Remuneration and Nominations Committee, an RRT representative, our Chief Executive Trevor Morrow, and our recruitment consultant. This stage will be on site at Red Kite.

Recruitment timeline – Board Member

Applications close
6th June 2025

First stage interview
w/c 30th June 2025

Second stage
24th July 2025

All successful candidates will be appointed by our members at our Annual General Meeting on 10th September 2025.

Tenant Board Member

Accountable to: The Chair of the Board

Remuneration: £6,000

Role purpose:

The Board of Red Kite is corporately responsible for the success of the organisation and ensuring its compliance with all legal and regulatory obligations by directing and supervising the Group's affairs.

The Board:

The overall purpose of the Board is:

- Setting and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success
- Setting a positive culture, with strong tenant focus
- Ensuring that the organisation operates effectively, efficiently, fairly and economically
- Providing oversight, direction and constructive challenge to the organisation's Chief Executive and Executive Leadership Team
- Overseeing the appointment and, if necessary, the dismissal of the Chief Executive
- Ensuring that the Group proceeds in accordance with its Corporate Strategy
- Satisfying itself as to the integrity of financial information, approving each year's budget, business plan and annual accounts prior to publication; establishing, overseeing and reviewing a framework of delegation and systems of internal control
- Establishing and overseeing a risk management framework in order to safeguard the assets and reputation of the organisation
- Ensuring that Red Kite meets legal obligations, regulatory requirements and that the Group's affairs are conducted in accordance with generally accepted standards of performance, probity, financial prudence and good practice
- Maintaining overall control and consistency of approach across Red Kite Group through:
 - Strong governance arrangements
 - Clear and appropriate levels of delegated authority
 - Unified frameworks for strategic planning, financial control, risk management, policy making and performance review.

Duties and responsibilities:

- To oversee and set the long-term strategic direction for the organisation
- To collectively set the strategic objectives and high-level policies for the organisation
- To contribute to establishing a framework for approving strategies, policies and plans to achieve those objectives
- To uphold and promote our culture, values, core policies, purposes, and objectives
- To participate in any sub-committees or task and finish groups which the Board may establish.

To ensure that the Board fulfils its duties and responsibilities for the proper governance of the organisation, including compliance

- To act reasonably and always in the best interests of the organisation, and comply with our code of conduct to ensure your behaviour as a Board member adheres to our values
- To contribute to and share responsibility for decisions of the Board and any committee of the Board of which you are a member
- To provide oversight and direction to the Chief Executive and senior officers and to challenge colleagues constructively
- To satisfy yourself that the organisation's affairs are conducted lawfully and in accordance with regulatory requirements and generally accepted standards of performance and probity
- To engage effectively with key stakeholders as required
- To ensure the organisation complies fully with the organisation's adopted code of governance, policies, procedures and delegated authorities
- Declare any conflicts of interest that may influence your work as a Board member in any way.

To ensure the integrity of the financial information and that an effective business plan and budget are in place

- To satisfy yourself as to the appropriateness of and progress against the Corporate Plan
- To satisfy yourself as to the integrity of financial information
- To agree new or restructured borrowing facilities and ensure that all loan covenants are complied with
- To approve each year the financial statements and annual report prior to publication
- To ensure suitable budgets, annual business plans, mitigation strategies and long-term financial plans are in place.

To ensure that performance is monitored and managed through internal controls and delegation

- To ensure there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the organisation is performing
- To ensure that internal controls and systems are audited and reviewed regularly
- To participate in regular reviews of Board performance and in Board member appraisal, to participate in Board development and training, and in other learning activities as required.

To oversee the risk management framework and consider the appropriate risk appetite for the organisation

- To determine the organisation's risk appetite, ensure major risks are reviewed regularly and an effective risk management framework is maintained
- To ensure effective stress testing procedures are in place and used to give business assurance and provide robust governance.

Eligibility

To be a Board member you need to declare that you:

- are not an undischarged bankrupt or subject to any undischarged compositions or arrangements with your creditors
- are not disqualified or removed from acting as a company director, charity trustee, board member, non-executive director or charity manager
- have not been convicted of any indictable offence, unless the conviction is spent
- have not been convicted of any offence that would be likely to bring Red Kite into disrepute or might be incompatible with the role
- are not a connected Local Authority person
- have not been convicted of any offence involving deception or dishonesty unless the conviction is spent;
- are not in dispute with Red Kite.

Person specification

Specific experience - Tenant Board Member

We welcome applications from tenants and leaseholders of Red Kite who can bring:

- A customer experience perspective
- Lived life experiences of being a Red Kite tenant/leaseholder
- A strong understanding of how services are delivered on the ground
- A knowledge of what is important to tenants/leaseholders
- Examples of where services supported by Red Kite have made a real difference to communities.

Board Member has a personal responsibility to:

- Always act in the organisation's best interests
- Uphold the organisation's purpose, objectives and policies
- Uphold the values of the organisation through high standards of conduct and behaviour and by complying with the organisation's code of conduct, rules and financial regulations
- Contribute to, and share responsibility for, the Board's decisions, including its duty to exercise reasonable care, skill and independent judgement
- Act in a fair and professional manner
- Challenge and question in a constructive manner
- Prepare for and attend Board and committee meetings, away days, training/development events and other external events as required
- Participate in reviews of individual and Board performance and measures designed to develop individual and Board's capacity and effectiveness
- Establish and maintain a strong positive working relationship with the Board, Chief Executive, key staff and tenant groups
- Observe and comply with organisational aims, objectives, policies and procedures in relation to health and safety, and observe and continually promote equality and customer service
- Positively represent the organisation and the Group with external stakeholders, including tenants and leaseholders, ensuring that the objectives of each are maintained

- Declare any relevant interests and avoid conflicts of interest
- Respect the confidentiality of information
- Ensure your skills and sector awareness are kept up to date and that you participate in learning and development sessions and events.

All Board members share the same legal status and have equal responsibility for ensuring that the Board fulfils its collective role.

Key skills:

- **Secure assurance** – able to test evidence and gain assurance not reassurance
- **Ensure accountability** – operating at all times in the spirit of co-regulation and with public scrutiny in mind
- **Govern risk** – understanding it; identifying it, articulating it and ensuring it's managed; and in isolation and on a cumulative basis – at human, property and organisational levels
- **Contribute to scenario planning** – using tools to explore assumptions and alternatives to enable planned and flexible decisions to be taken in a timely manner
- **Demonstrate financial literacy** – ensuring all decisions are informed by a working understanding of business finance such as cash flow and profit and loss accounts to using more sophisticated models to support decision making around development of new housing, investment in existing and disposal as required
- **Oversee business development** – demonstrating appropriate insights into the core business and capabilities and an appreciation of the impact of diversification and growth
- **Understand the business and customer context and impacts** – from understanding the impact of policy on markets and customers to seeking evidence of the social and economic benefits of the Board's decisions.

Key competencies:

The successful applicant will bring a number (but not necessarily all) of the following competencies – by which we mean characteristic ways of behaving in a role that is associated with success in that role.

Social housing lived experience	Knowledge gained as a tenant or leaseholder, either now or in the past.
Strategic management	Experience at Board or senior management level of strategic leadership, strategy development, performance oversight, risk management, policy and assurance frameworks and group structures.
Workforce and organisational development	Experience of managing or delivering organisational development (including culture), change management programmes, new models of service delivery, human resource management, staff wellbeing, EDI approaches, appraisal and rewards systems and coaching/mentoring.
Digital, data and information technology	Experience of IT transformation (including use of data to drive improvements and decision making), security and digital management, cyber security, strategic procurement of IT systems, data quality, data protection/GDPR and management of major projects in this domain.
Community and stakeholder relationship	Experience of tenant/resident engagement, supporting vulnerable people, the affordability agenda, partnership working in multi-stakeholder organisations (for example with residents, communities, local authorities and investors), relationship management and accountability frameworks.
Financial and investment	Experience of financial management, accounting, long-term business and financial planning, treasury management, financial reporting, systems of internal financial control, external audit, capital funding and investment and financial risk.
Governance, risk, regulation, compliance and assurance	Experience of governance, co-regulation models, regulatory frameworks, compliance and assurance systems, risk management, internal audit, internal control environments and health and safety.

Residential development, asset management	Regeneration and sustainability - experience of development strategy and delivery, asset procurement and contracting, asset management, maintenance and investment, sustainability and energy efficiency, regeneration, planning, partnering and joint ventures and mixed tenure development (including social/affordable rent, shared ownership, market rent and market sale).
Customer service, residents' needs and concerns	Understanding of customer journey and experience, resident and community involvement, customer services best practice and performance management, customer marketing and communications (including social media) and complaints.
Social housing regulatory environment and sector best practice	Strategic experience at senior management level within a registered provider, regulatory body or sector consultancy.

Practical considerations

- The estimated time commitment is around three days per month (including meetings, reading and preparation time, committee work, Board away days, appraisal, ambassadorial events, training and development, etc.)
- Access to email and the internet are required to access our paperless Board portal
- Access to a suitable vehicle or public transport to attend meetings and events at various locations in High Wycombe
- Out-of-pocket expenses and remuneration are paid in accordance with the relevant policies
- Our Board meetings are a mixture of in person and virtual via MS Teams, generally from 5pm to 7pm.

Training

We will be offering training and mentoring/coaching, if required. For those new to the housing sector, the induction programme will include training on the housing sector regulatory environment.

How to apply

Please submit a current CV, highlighting your knowledge and experience relevant to the position you are interested in, together with a supporting statement (no more than three pages) explaining why you are interested in the role with Red Kite.

You can find further information on the organisation on our website:

www.redkitehousing.org.uk

If you would like to discuss this opportunity, please email Sue Manning, Forest HR in the first instance to arrange a conversation on **sue@foresthr.co.uk**



