

Board Member Recruitment Pack

Chair of the Audit and Risk Committee



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.

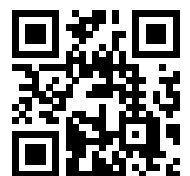
We're a social landlord and do all the things you would expect us to do, but there is a lot more to us, including our new companies that have been set up to offer rents that are based on a person's ability to pay, and to build more homes.

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.

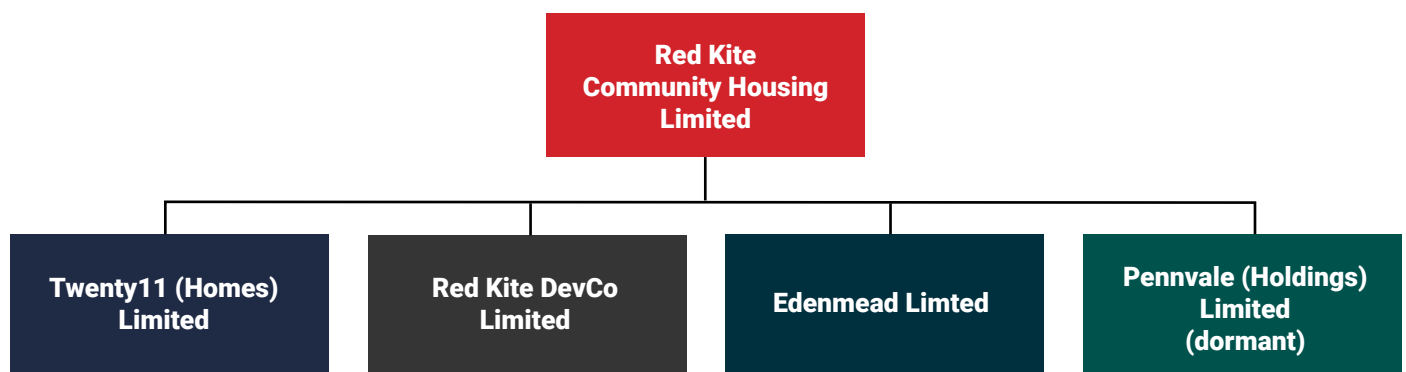
**Scan the
QR code
to find out
more about
Twenty11.**



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.



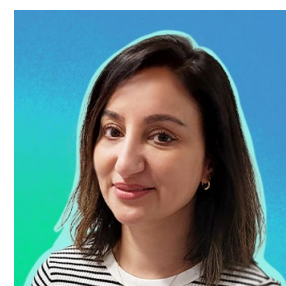
Chair of the Operational Performance and Tenant Services Committee – Diana Green

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.



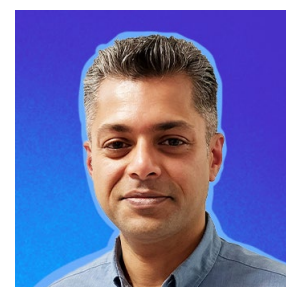
Senior Independent Director - Anita Khan

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.

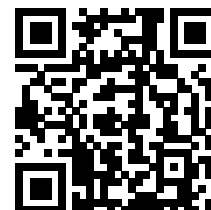


Our Resident Representative Team

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 – Chair of the ARC

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.

Chair of the Audit and Risk Committee

Accountable to: The Chair of the Board

Remuneration: £9,500

Role purpose:

To carry out the role of Chair of the Audit and Risk Committee. To bring specific expertise and experience to the work of the Committee which includes responsibility for ensuring that the Audit and Risk Committee provide assurance to the Board that there is:

- appropriate assurance over governance, and the internal and external service including the annual financial statement
- an adequate and effective risk management and assurance framework in place.

To ensure the highest standards of governance are evident across the Red Kite Group.

The role requires a competent and strong person with the ability to chair the Committee and to ensure it operates with independence, balance and integrity whilst remaining true to Red Kite's strategic vision and tenant-led values and culture.

To bring high quality skills and competencies associated with being effective as a Board member, and to work effectively with others across the organisation, including Group Board members, the Executive Leadership Team and other appropriate individuals in the organisation.

Duties and responsibilities:

The Chair of the Audit and Risk Committee will have a lead role in ensuring that the work of the Committee is carried out effectively, independently and with the utmost probity at all times. They will bring their recent and relevant senior financial experience and leadership to the role with an ability to shape and encourage best practice.

As a member of the Committee membership, the post holder will:

- Act in accordance with the terms of reference from time to time adopted to govern the role of the Audit and Risk Committee within the Group
- Assume responsibility for providing the Board with independent assurance that Red Kite and its subsidiaries have adequate internal financial controls and risk management processes in place that will ensure appropriate financial management
- Agree, review and uphold the key policies and procedures which are delegated to the Audit and Risk Committee
- Report to the Board on how the Audit and Risk Committee has discharged its responsibilities
- Review and recommend the Red Kite and subsidiaries' financial statements to the relevant Board for approval
- Review and fulfil statutory and regulatory requirements of the Risk Management Strategy
- Review the Strategic Risk Register and make recommendations to the Board.

Typical performance measures:

In addition to those set on an annual basis, the following measures will be assumed:

- Motivation and performance of the committee, the Board and other Committees and bodies which form part of the governance and engagement arrangements
- Building and maintaining effective and constructive working relationships and role modelling good governance practices and behaviours
- Ensuring high quality of analysis, joint problem solving and decision-making
- Contributing towards effective Committee meetings and their impact outside of the meeting structure.

Experience:

- Significant experience of being a chair or member of an Audit and Risk Committee
- A professional accounting or auditing qualification with senior experience in an organisation of similar scale and complexity
- Substantial experience of working at a senior level and in a position of leadership
- An excellent working knowledge of audit committee practices and risk management and assurance frameworks
- Current knowledge of the regulatory and risk management environment
- Knowledge of and experience in the public or private sector
- Experience of internal and external audit functions
- Experience of the year-end financial audit process.

Skills, ability and knowledge:

- Sound and stable leadership qualities including the ability to interpret information, make sound judgements and appraise performance effectively
- A commitment to lead in accordance with the Group's vision and values
- Ability to build credibility, trust and respect, to question and to challenge effectively
- Objectivity, integrity, discretion and excellent communication skills.

In addition, the Chair must be able, personally and through the Committee's membership, to:

- Make judgments and balance risk – when complexity is high, recognising when it is helpful and unhelpful to secure further information
- Manage complexity – working across time frames, beyond cause and effect relationships and where multiple interests are balanced across different decision-making boards or bodies
- Bring an independent mindset – able to know what's going on without becoming involved in operational management; knowing when to challenge or concede; doing the right thing
- Operate with humility and fierce resolve – beyond ego – able to use high inquiry to shape and influence; leveraging socialised not personalised power
- Motivate, by shaping the efforts of others to make a bigger difference than by the desire to achieve things themselves
- Respond to surprises and mistakes with genuine curiosity and dialogue – deliver a learning organisation.

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.

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.

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**



