



Ministry of Housing,  
Communities &  
Local Government



Regulator of  
Social Housing

# Regulator of Social Housing (RSH)

## Recruitment of a Chair

Closing date: 31 January 2021

# Welcome



*Fiona MacGregor, RSH Chief  
Executive*

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 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. We became a standalone body two years ago. Our purpose is to promote a viable, efficient and well-governed social housing sector able to deliver 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.

With the forthcoming publication of the Social Housing White Paper, the government will set out its response to the Social Housing Green Paper and associated review of regulation, including its plan for the future of consumer regulation. This combination of maintaining our strong track record of economic regulation, whilst building our consumer regulation function, which also covers local authorities, make the board of the RSH an exciting place to be in the coming years.

You will be at the forefront of improving the experiences of social housing tenants, whilst making sure that the sector remains an active developer of new homes to help address the country's housing crisis.

I would like to encourage you to consider applying to join as the Chair 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.

# Contents

[RSH](#)

[Job Description](#)

[Selection Criteria](#)

[Outline Terms and  
Conditions](#)

[How to Apply](#)

[Assessment Process](#)

[Further Information](#)

# About the Regulator of Social Housing

The Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) is seeking to appoint a Chair to the Regulator of Social Housing (RSH). The Chair will help guide the next phase of the organisation's growth and development, as the Regulator responds to the reforms to be set out in the forthcoming 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 tenants and will publish the Social Housing White Paper shortly. The Regulator plays a key role in protecting and empowering social housing tenants through a robust regulatory framework, and will therefore have a key role to play in delivering the reforms set out in the White Paper. 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 MHCLG'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 a sector facing the unprecedented challenges posed by Covid-19. 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 will set 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 Chair will need to steer the organisation through the reforms set out in the White Paper.

The Regulator of Social Housing is a small organisation in terms of people and operating budget, but 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 Chair is pivotal to the delivery of housing objectives to tenants and Government.

All of this is likely to provide a challenging task for a new Chair of the Regulator. The role will require ensuring 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 & Objectives of RSH

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.

The Regulator’s 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 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.

# Job Description

## As Chair of the Board you will be responsible for:

- You will be responsible for leading the Board and establishing the strategic aims and objectives of the Regulator in line with its fundamental objectives and functions, and to maintain confidence in the Regulator, the sector and its ability to deliver good quality homes that meet a range of needs.
- Representing the Regulator effectively with key stakeholders including in Government, with bodies representing funders, providers and residents, and with the general public;
- Working closely with and supporting the Chief Executive and supporting and challenging the Executive to lead and develop the organisation;
- Ensuring that the Board operates and exercises its functions in accordance with the highest standards of conduct and probity and established good practice in decision making;
- Promoting the most effective and efficient use of resources consistent with delivery of the regulator's overall objectives; and
- Ensuring that the Board members play a full and active role, including that they are appropriately briefed on their duties and responsibilities.

# Key Responsibilities

- Ensuring that the board is fit for purpose to support the Regulator's activities to contribute to the achievement of fulfilling its statutory objectives, including by: ensuring that clear corporate and business plans are set; and driving delivery against them; and ensuring that the complexity, financial impacts and range of risks facing the sector are fully understood and inform the Regulator's strategy.
- Helping to ensure that the Regulator has long-term capacity and capability and undertakes on-going horizon-scanning and using the collective skills and experience of the Board to support and challenge assumptions and long-term strategy.
- Being a figure head for the organisation with key external stakeholders and bringing credibility to the role and organisation with registered providers, their residents, lenders and Government.
- Bringing an informed external perspective and ability to assimilate complex issues and finances to challenge and support on delivery of outcomes.
- Ensuring that clear performance information is used to provide assurance of delivery of statutory objectives within agreed risk appetite, and that budgets are achieved.
- Ensuring the Regulator's overall capacity and capability to deliver its statutory objectives.
- Agreeing and supporting the Regulator's corporate standards, culture and values.
- Management of the Board and Chief Executive.
- Informing and agreeing the distribution of responsibilities between the board, committees, and executive in line with the Regulator's Framework Agreement and Board Terms of Reference.
- Ensuring sound financial management of the Regulator of Social Housing.
- 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 Chief Executive, board and board members.



# Selection Criteria

## Essential Criteria:

- Extensive experience either in housing (equivalent to chief executive of a large housing organisation) or in running a regulatory system of a comparable scale and complexity.
- You should demonstrate the depth of your experience and how this would relate to the role of the Chair of the Regulator of Social Housing and challenges within the sector.
- Demonstrable evidence of understanding complex financial structures or products, the risks and opportunities they present and the ability to apply this understanding to different markets such as the social housing sector.
- You should demonstrate experience of shaping and championing good governance and approaches to risk.
- Extensive experience of stakeholder engagement in public facing positions, with proven influencing and networking abilities with diverse and high-profile key decisions makers.
- Experience of working at a senior level in organisations going through change and transformation; and be able to survey the landscape of an organisation to respond to external factors.
- Demonstrable ability to lead an organisation to respond effectively to a changing external landscape.

## Desirable Criteria:

- Experience of working as a senior executive at a customer focused business and driving improvements in delivery.



# Outline of the Terms and Conditions

**Remuneration:** Fixed annual salary of £65,000 per annum.

**Time Commitment:** Your time commitment is expected to be a maximum of 2 days per week.

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

**Location:** London.

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

**Conduct:** If appointed, The Chair will be expected to act in accordance with the Cabinet Office [Code of Conduct for Board Members of Public Bodies](#).

**Conflicts of Interest:** If appointed, the Chair should avoid situations in which their RSH duties and private interests conflict or where there could be a perception of conflict. You must declare any personal or business interests which may, or may be perceived to, influence your judgements in performing your functions.

**Political Activity:** If appointed, the Chair should advise the Secretary of State if you intend to accept a prominent position in any political party and understand that the appointment to the RSH may be terminated early, if it is felt that the positions are incompatible.

**Annual Appraisal:** The MHCLG Senior Sponsor for the RSH will conduct annual appraisals of the Chair. The Chair will not be eligible to be considered for re-appointment unless they have performed satisfactorily during their current term.

# How to Apply

To apply for this role please supply the following materials by 23:00 31 January 2021 .

**Part 1: Curriculum Vitae** – *max. 2 pages.*

**Part 2: Covering Letter** – Explaining how you meet the Selection Criteria – *max. 2 pages.*

**Part 3:**

- **Further Information Form** – Includes, Diversity Monitoring and Disability Confident - Offering an Interview to Disabled People forms.
- **Supporting Information Form** – Includes, Political Activity, Conflict of Interest and Other Relevant Information Declaration forms.

Guidance that will assist with the completion of the Further Information forms will be posted alongside this Application Pack.

We cannot accept information and forms submitted with previous applications because your circumstances may have changed. Please email your completed application to the MHCLG Public Appointments Team at: [publicappointments@communities.gov.uk](mailto:publicappointments@communities.gov.uk) by 23:00 on 31 January 2021. Please include the reference “**Regulator of Social Housing Chair**” in the subject of your email. Your application will be acknowledged by the Public Appointments Team. We are unable to accept any applications submitted after the closing date.

An Advisory Assessment Panel will consider your suitability for the role against the selection criteria, using initially only the evidence you have provided in your covering letter and CV, and then should you be invited, the information that you provide at interview.

Public appointments are made on the basis of merit, in accordance with the Cabinet Office Governance Code on Public Appointments.

# Assessment Process

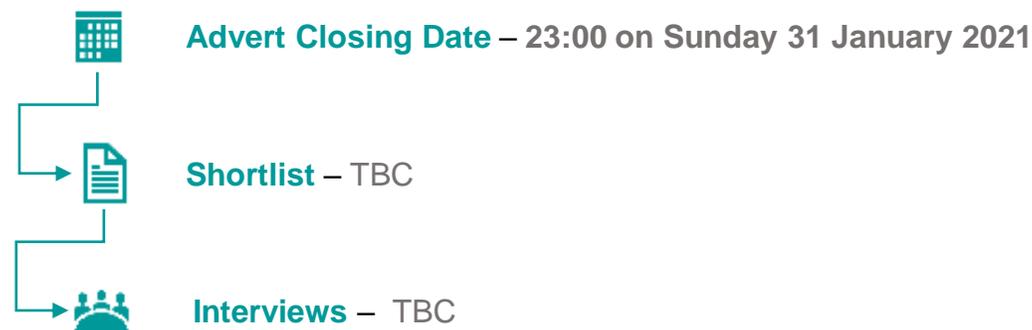
## Timeline

## Interview

## Post-interview

The decision on who to appoint to a role is made by Ministers, who receive advice from the Advisory Assessment Panel on the suitability of candidates against the published [selection criteria](#).

Please note that as a consequence of this process, we can only provide an indicative timetable at this stage which could be subject to change – potentially at short notice. If you are unable to meet these timeframes, please let us know by contacting [PublicAppointments@communities.gov.uk](mailto:PublicAppointments@communities.gov.uk).



The Advisory Assessment Panel will be:

- Tracey Waltho, MHCLG Director General – Housing and Planning – MHCLG Panel Chair
- Josh Goodman, MHCLG Director of Social Housing
- Rosie Varley – Senior Independent Panel Member

# Assessment Process

## Timeline

We aim to accommodate the availability of interviewees, but if they are unavailable for alternative dates that are offered we may have to disregard their application.

An email confirming the arrangements including date, time and venue will be sent to all short listed candidates. Copies of passports will need to be sent by candidates to the Public Appointments Team email in order to check candidates' identities and their right to work in the UK.

## Interview

Interviews are usually held at 2 Marsham Street, London, SW1P 4DF, however due to current government restrictions interviews may be conducted via Microsoft Teams.

Candidates considered by the Advisory Assessment Panel to be appointable will be recommended to the appointing Minister for consideration. The Minister may choose to meet with these candidates before making a decision. If so, the Minister will meet all appointable candidates in the presence of the Panel Chair or their nominated representative. The successful applicant will also need to appear before the Select Committee for a Pre-Appointment Scrutiny Hearing before their appointment can be finalised.

## Post-interview

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.

# Assessment Process

## Timeline

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 to a role is made by Ministers, who receive advice from the Advisory Assessment Panel on the suitability of candidates against the published [selection criteria](#).

Following the Ministerial decision on appointment, an email will be sent to all shortlisted candidates with the result. The successful candidate will be sent a letter of appointment to sign and return. They will also be asked to provide a biography to accompany the press notice announcing their appointment to the Board.

Please note that due to the high volume of applications we can only provide feedback to candidates who reached the interview stage. The feedback can only be issued once the Minister has publicly announced the successful candidate.

## Interview

## Post-interview

# Further Information

## Seven Principles of Public Life and ensuring public confidence

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment to the Regulator of Social Housing, MHCLG or HM Government, or cause public confidence in the appointment to be jeopardised, it is important that you provide details of the issue(s) in your supporting letter and/or your declaration in the Conflict of Interest form and bring them to the attention of the Advisory Assessment Panel. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including on social media.

The Advisory Assessment Panel will explore potential conflicts of interest and any other issues during the interview 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@communities.gov.uk](mailto:publicappointments@communities.gov.uk) in the first instance.

## The Seven Principles of Public Life

### 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.



# Further Information

**Diversity:** MHCLG is committed to ensuring equality of opportunity and that all our systems and processes are fair, open and objective. We endeavour to promote this approach in those with whom we come into contact. We are responsible for ensuring that the highest principles of equal opportunities policy are put into effect.

MHCLG makes no distinction between people on grounds of their race, ethnic or national origin, age, religion or belief, sex, marital status, disability, part-time status or sexual orientation.

**We hope to receive applications from a wide range of individuals and backgrounds.**

**Eligibility:** To be eligible for employment, you will need to be either a UK national or a national of another European Economic Area Member State or a Commonwealth citizen and have the right to work in the UK. Swiss nationals are also eligible. In addition, if you have dual nationality you will be eligible as long as one of the nationalities meets the requirements.



# Further Information

## Contact Details for Queries

All applications will be acknowledged within 5 working days of receipt. If you have not received an acknowledgement within 7 working days of submitting your application, please email the Public Appointments Team at [publicappointments@communities.gov.uk](mailto:publicappointments@communities.gov.uk) to ensure we have received your application. You can also contact us using these details if you would like further information on the role, the application process or the progress of your application.

**Email:** [PublicAppointments@communities.gov.uk](mailto:PublicAppointments@communities.gov.uk)

**Telephone:** 07845 576984 – Alena Ahmed

## Commissioner for Public Appointments and Compliance with GDPR

In accordance with the Public Appointments Order in Council 2017 2(2), 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 access will be restricted to those dealing with your application or involved in the recruitment process. The Commissioner for Public Appointments, may also request access as part of a complaint investigation or review of the recruitment process. Your data will be stored for up to two years and processed for the purpose of the recruitment process, diversity monitoring and, if successful, your personal record. 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@communities.gov.uk](mailto:publicappointments@communities.gov.uk).

## Complaints

If at any time during the appointments procedure you have reason to question your treatment, you should first address your concerns to the administration team by email: [PublicAppointments@communities.gov.uk](mailto:PublicAppointments@communities.gov.uk) or by post: Public Appointments Team, Ministry of Housing, Communities and Local Government, 1<sup>st</sup> Floor NE, Fry Building, 2 Marsham Street, London, SW1P 4DF.

If after investigation by the Department you remain dissatisfied, you may take your complaint to the Commissioner for Public Appointments. Details on how to make a complaint can be found on the Commissioner's website at:

<https://publicappointmentscommissioner.independent.gov.uk/regulating-appointments/complaints-and-investigations/>. Complaints should be lodged within 12 months of the appointment being made.

