



Recruitment Pack

Director of Governance

October 2017

Your application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: curo@campbelltickell.com

Applications must be received by Monday 30th October, 12 noon.

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on **07900 363803** or **020 3434 0990**.

Kind regards

Kelly Shaw

Campbell Tickell
Senior Associate Consultant

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Welcome letter

Hello

We're delighted that you're interested in our position Director of Governance role. Curo is based in the beautiful city of Bath, in the south-west of England, famed for its Georgian buildings, Roman baths and high quality of life.

This is a fantastic time to join us. We're a not-for-profit housing and support organisation with a strong social conscience. We're not owned by shareholders and we don't distribute our profits to private individuals. However, we do aim to generate surpluses which are then re-invested back into the business with the aim of providing the very best services to our customers.

We have just launched our Strategic Plan for the next 5 years. Over the last few years we've become well known for our distinctive and innovative approach and as an organisation which is going places and this isn't stopping any time soon! We've got a great team here at Curo with over 450 colleagues providing services to more than 25,000 customers in Bath, Bristol, Gloucestershire and Somerset.

Whilst this is a challenging time for the housing sector, Curo is very well placed to face this and looking for someone with exceptional leadership skills combined with the ambition and enthusiasm to realise their own potential and enable others to release theirs so we face those challenges head on

You will need the passion to be part of our team with a real commitment to nurture, develop and grow our business, transforming Curo into truly outstanding customer-focused business.

Thank you once again for your interest and we do hope that you are encouraged to put yourself forward for this important and challenging position.

Best wishes



Victor Da Cunha

Group Chief Executive

About us



Who we are

We are a housing association and house-builder based in Bath and are one of the largest landlords in the South West with a diverse portfolio of affordable and market rented homes. Curo has over 25,000 customers, manages more than 13,000 homes and are building hundreds of new homes every year.

We invest in neighbourhood services, designed to make our communities thriving sustainable places where people want to live and work. We provide award-winning support services to a wide range of customers, including homeless young people and families, older and disabled people and those affected by mental health issues or memory loss. We also support customers into education and work, and offer apprenticeships, training and graduate placement programmes.

We currently operate across eight local authority areas, which are mainly in the West of England. This area covers Bath & North East Somerset, Bristol, North Somerset, South Gloucestershire, Mendips and West Wiltshire. We also have some stock in Taunton Dean and Cotswold.

Curo is a group of companies that operate in the social and commercial housing market as well as the care and support sector. Until 2012 we were a group of housing associations trading under a number of names under the Somer Housing Group umbrella.

Our mission

Our mission is to provide great homes, support communities and improve lives

Our priorities

- Delivering renowned customer service
- Providing great properties and places
- Supporting independent and successful lives
- Building high quality new homes
- Maintaining a resilient business

You can read more here at [Our Mission Priorities and Values](#)

Our values

Our values are our moral backbone. They describe our style of leadership and the way our people behave. They set standards which we apply directly to the way we run our business, recruit our colleagues, manage our performance and recognise and reward good work.

Caring

- We care about delivering great customer service
- We treat people as people – warmly, politely and honestly
- We have a culture where people feel valued and are inspired to give their best

Respectful

- We do the right thing ethically
- We treat people decently and consistently
- When we cannot do something, we are straightforward about it, and we explain why

Open

- We listen to people and respect their differences
- We adjust our services, where possible, to take account of people's differences and preferences
- When we cannot do this, we explain why

Fair

- We are open with our customers, our colleagues and our partners
- We explain why some things need to remain confidential
- We involve our customers, colleagues and partners so that they can contribute to our work and the plans we make

Trusting

- We trust people to do their jobs properly
- We expect our customers, colleagues and partners to make decisions for good reasons, keep their word and act honestly - like we do

Our Board

Liz Potter – Group Chair



Liz Potter is a very experienced Board Chair, independent governance consultant and executive coach. As Chair of Orbit up to 2013, she led the organisation through a period of considerable change and growth, setting up a commercial development subsidiary, steering through a successful merger and, importantly, achieving top-quartile customer satisfaction. Since then she has focused on improving governance, working with high-performing boards. She is currently a board member at Housing and Care 21 and Care & Repair England. Liz has a strong strategic understanding of the housing and care and support sectors, having previously worked as Director of Policy for the National Housing Federation and Regional Manager of NACRO Housing.

David Ashmore



David stepped down as Chief Executive of GreenSquare Group in 2013 after a long and successful career in the housing sector spanning 40 years, 25 of which had been at chief executive level leading three different organisations. GreenSquare is a major housing and social investment agency working in Wiltshire, Oxfordshire and Gloucestershire which has developed a range of commercial activities to support its core work of providing affordable housing and investing in local communities. Since stepping down David is working as a personal and business coach and facilitator. He is also a non-executive board member of the Swindon and Wiltshire Local Enterprise Partnership. He has a range of non-executive experience including serving on the South West Regional Committee of the National Housing Federation for a number of years and as its Chair from 2009-11. David is passionate about the work of housing associations. He joined the Curo Enterprise Board in 2013 and the main board in 2016 to help and support the Group grow and broaden its range of commercial activities.

Elaine Barnes



Elaine specialises in customer experience, contact centre transformation and continuous improvement together with multi-channel selling strategies. She is passionate about continuous improvement of organisations to drive customer centricity, multi-channel strategies and contact centre and sales brilliance. Elaine has lived and worked in the UK, the US, Singapore and Poland and is currently the Director of Customer Experience at TNT UK. She has been a school governor, enjoys being outdoors rambling and is a Bath Rugby Club season ticket holder.

Victor Da Cunha – Chief Executive



Victor is Chief Executive of Curo and joined the group in 2011. Since then he has overseen the creation of Curo, transforming and streamlining the group structure and its business services. He currently serves on a number of partner organisations' boards and committees, including Bath Tourism Plus and the Public Services Board. He is also active on the Chamber of Commerce, where he sits on their executive committee, and on the National Housing

Federation's South West Regional Committee. Victor joined the Board of Curo in November 2016.

Rick de Blaby– Chair Curo Enterprise



Rick is currently Executive Vice-Chairman of Get Living London a large scale residential investment company. Previously he has held the roles of Chief Executive for United House Group Holdings and MEPC. He has over 35 years' experience in development and investment in both commercial and residential sectors and has a particular interest in regeneration and design. Rick is also Non-Executive Chairman of Miller Developments, Non-Executive Director of Altitude Real Estate, Chairman of the Kinetic

Foundation Charity and a mentor to students of Estate Management at Oxford Brookes University. Rick is also a keen windsurfer and cyclist.

Simon Gibbs



Simon is Executive Director of Finance and Strategy at Curo. He joined the Group in November 2013 bringing a wealth of commercial experience to the Company. Since joining Curo Simon has led the fund-raising activities and business transformation programme resulting in substantial improvements in performance. He has also been heavily involved in establishing Curo's commercial house-builder business. Simon joined the Board of Curo in February 2017.

David Hayward – Independent Board Director – Curo Choice



David was Vice President of R&D Supply Chain at AstraZeneca 2010-2012 where he was accountable for the supply of all GMP materials to development studies. Previously he was VP of Global Process R&D from 2002-2010 and between 1980 and 1997 he worked for Glaxo Wellcome in both R&D and Operations. David is a chemist by background having obtained his degree and PhD from the University of Kent at Canterbury in 1978. He was elected Fellow of the Royal Society of

Chemistry in 1992. David was Chairman of AstraZeneca India Private Ltd and a trustee of

the AstraZeneca Science Teaching Trust for seven years. He is currently a Director of Semta, the sector skills organisation. David joined Curo in 2013 as an independent member of the Governance and Remuneration Committee and became a member of the Board in October 2016.

Alex Marsh – Independent Board Director -Curo Places



Alex Marsh is Professor of Public Policy and Head of the School for Policy Studies at the University of Bristol. His academic career has focused on research on housing markets and housing policy in the UK. He has been Managing Editor of the leading international academic journal 'Housing Studies' and a Visiting Academic Consultant to the Law Commission working on the legal framework for regulating rented housing. Between 2004 and 2012 he was a Trustee of Brunelcare, an organisation which provides housing, care and support to older people in Bristol. He chaired Brunelcare's Audit and Scrutiny Committee for six years.

Richard Stillwell – Senior Independent Director



Richard spent most of his executive business career at ICI plc. He held posts in Europe, Asia and the USA. His final position was as Executive Vice President of Specialty Chemicals as a member of the ICI Executive. Prior to that he had briefly been ICI's HR & Safety, Health & Environment Director. He left ICI in 2000 and retrained to be a barrister and was called to the Bar in 2002. He became a tenant at 7 Bedford Row and practised for approximately five years. Since 1996 Richard has held a variety of non-executive directorships at companies including BBA plc, Fiberweb plc, Penna plc, Scott Bader Company Limited where he was Chairman, TBI Limited and St Ives plc where he is currently Chairman. Richard lives in North Oxfordshire. He has just finished a five-year term as Chairman of the Governing Body of his local primary school.

Chris Wilson – Chair Audit and Assurance Committee



Chris is a Chartered Accountant. He retired as a partner from KPMG in 2016 after a career of over 30 years in audit. With KPMG he worked extensively with housing associations for more than 20 years and led the firm's housing practice from 2006 until 2016. He has extensive experience in audit and assurance with housing associations, was a member of the Institute of Chartered Accountants social housing sub-committee for many years, and a member of the working party that developed the 2014 Statement of Recommended Practice for housing association accounts. He was a board member of Orbit Housing Association between 1996 and 2005 and is currently a board member with White Horse Housing which provides low cost housing in rural communities in the West of England.

Our executive team

Victor da Cunha – Chief Executive



Victor joined Curo in 2011, having been operations director at a London-based housing association for a number of years. Since then he has overseen the creation of Curo, transforming and streamlining the group structure and its business services. Today, Curo has become an established and well regarded South-West regional player and, through its housebuilding business, continues to deliver much needed affordable rented homes as well as homes for sale right across the region. Curo also has a growing private rental sector portfolio and is leading one of the largest regeneration projects in the region, at Mulberry Park in Bath. Victor currently serves on a number of partner organisations' boards and committees, including Bath Tourism Plus and the Public Services Board. He is also active in the Chamber of Commerce, where he sits on their executive committee, and on the National Housing Federation's South West Regional Committee.

Shaun Carr – Executive Director of Property Services



Shaun Carr joined Curo in 2017 from Hanover Housing where he was their Programme Director. Prior to this he held a number of roles at Sanctuary Group including as Director of Assets with responsibility for around 100,000 properties across England and Scotland. Before working in housing, Shaun worked as a business consultant at Accenture and Capgemini in various strategy and delivery roles. He has led engagements at a diverse range of clients including Revenue & Customs, Department for Education, Big Lottery Fund and the Prime Minister's Delivery Unit. He has also worked as a self-employed consultant for a number of years, with extensive experience of working at executive and board level both in the public and private sector. Shaun holds Prince2 and MSP qualifications, and has an MBA from Henley Business School.

Simon Gibbs – Executive Director of Finance and Strategy



Simon brings a wealth of commercial experience to Curo. He began his career as a chartered accountant with Deloitte, before joining Rothschild where he spent five years in the UK and in Singapore. He went on to become Chief Executive of Gieves Group plc where he led the demerger and flotation of the media group, Chivers Communications plc, followed by the sale of the company to BBC Worldwide. He was commissioned to create a new digital video business for the BBC and became Managing Director of BBC Motion Gallery before joining T3 Media Inc in the USA to create an online international video licensing operation. Simon joined Curo in November 2013 and has since led Curo's fund-raising activities and business transformation programme resulting in substantial improvements in performance. He has also been heavily involved in establishing Curo's commercial house-builder business

Paul Harris – Executive Director of Strategy

Paul joined Curo in 2017 from Acorn Group, an African property management company where he was VP Corporate Affairs. Prior to that he spent five years as Group Director Customer Experience at Unite Students Group where he implemented a highly successful customer digital programme. This was preceded by roles at the South West Regional Development Agency, Laing O'Rourke Group and Royal Mail.



Gerraint Oakley – Managing Director Curo Homes



Gerraint joined Curo in January 2014. He has nearly 30 years' experience in property, estate and asset management, development and urban regeneration. Previously he was the Director of Development for Coastal Housing Group and Managing Director of Pennant Homes. Gerraint joined Coastal after spending the previous four years with Barratt Developments Plc where he worked throughout the UK in the Barratt and David Wilson Homes divisions. Prior to joining Barratt Developments, Gerraint worked for Vodafone for 10 years where he was a Global Property Strategy Manager. Gerraint leads the commercial house-building division at Curo who build homes for sale and rent in the South West. Curo is currently building Mulberry Park, a prestigious development of 700 new homes, a school and community centre near Combe Down in Bath. Gerraint is a committee member of Construction Excellence South West and a leadership fellow of St George's House.

Role Profile

Responsible to: Chief Executive

Role Purpose:

Leading Corporate Governance within Curo ensuring we have successful governance and business assurance including the areas of governance, company secretariat, risk, internal audit, internal control and Senior Management support.

Core Responsibilities:

- Lead and manage a range of specialist and professional functions for the Group including Governance, Business Assurance, Risk, Internal Control and the Senior Management Support team which are integral within the overall business and which are cost effective, achieve excellence and demonstrate value for money.
- Act as Group Company Secretary and ensure that all Group entities comply with their statutory, regulatory and constitutional requirements.
- Lead the services and ensure that the Senior Management Team and Board is properly involved and informed as appropriate through the provision of relevant, timely and accurate management information, discussion, guidance and reports.
- Ensure that colleagues control and co-ordinate compliance requirements with others in the business.
- Provide advice, support and guidance to the Chair and the Chief Executive in the delivery of good governance, seeking external advice as needed.
- Be responsible for ensuring that the frameworks for risk, Business assurance, internal audit and internal controls are robust, flexible and provide good assurance.
- Lead on the procurement and contract management of Curo's Legal Services.
- Act as Data Protection Officer for Curo, overseeing compliance with data protection legislation.
- Oversee the services provided to the Boards, Committees and the Senior Management team to support the governance structure.
- Lead on Board Director development, establishing a framework of standards against which they will be measured.
- Establish and deliver strategies and policies for Board Director succession, conduct, interests, hospitality and gifts, risk, internal audit, data protection, fraud and bribery and any other topics as they arise.
- Support the Chair and the Boards in the recruiting and inducting new Board Directors.
- Maintain a high level of knowledge and understanding in respect of legal, regulatory and best practice expectations of governance, risk and assurance. Advise on the implications of proposed changes to best practice and regulatory requirements as necessary.
- Take responsibility for the health and safety of myself, my team and others ensuring that we are fully compliant with all legislative obligations and Curo's working practices.

Person specification

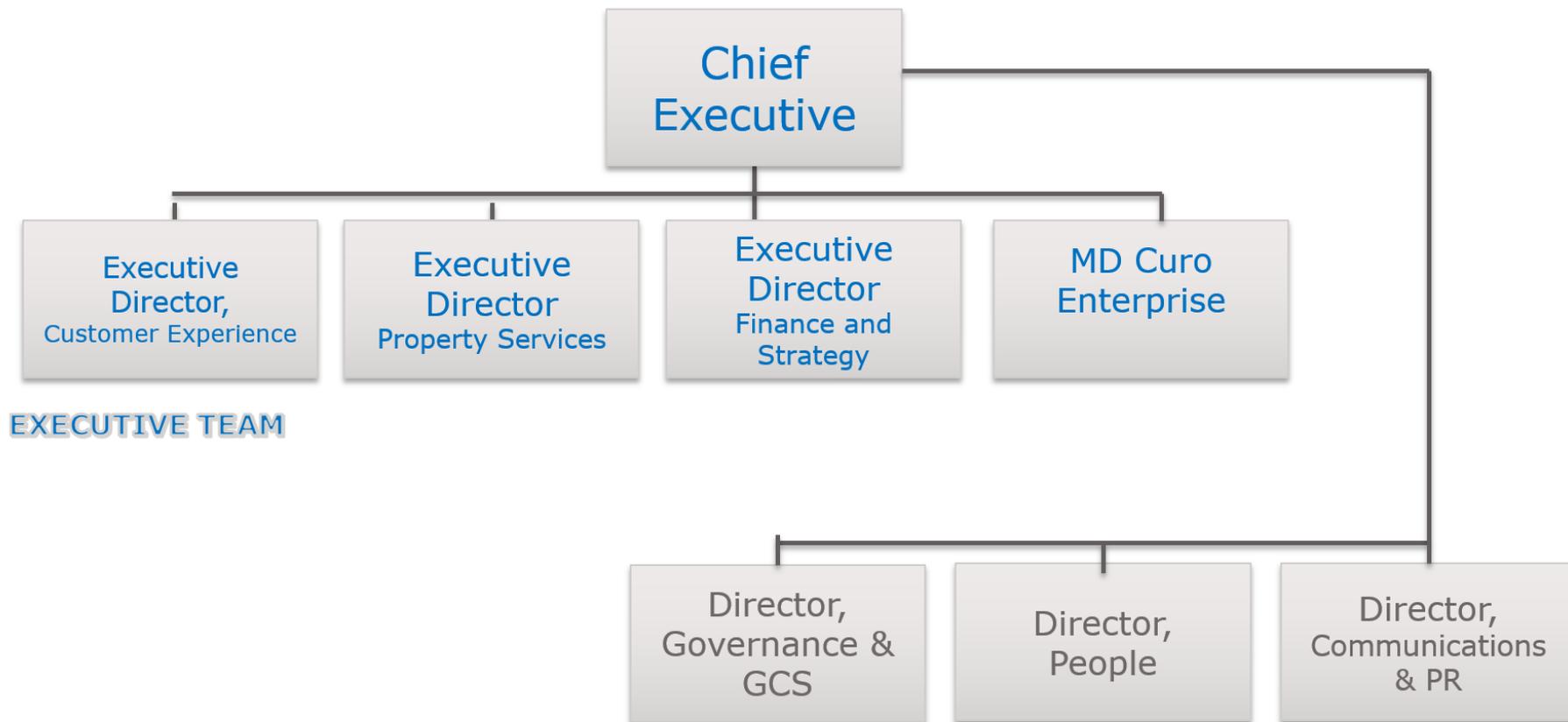
What do I need to be successful? I will ...

- Be a fully qualified member of ICSA or hold a relevant professional qualification.
- Be educated to degree level or equivalent through relevant training/experience.
- Be able to demonstrate professional and specialist technical skills relating to Governance and Company Secretariat.
- Bring experience of leading and managing change and creating a culture of continuous improvement.
- Be able to evidence my skills as a team player who can support and promote corporate objectives
- Evidence my experience of working at a senior level, contributing to the work of the Senior Management team and other leaders and committees.
- Be able to evidence my successful delivery of customer focused services in a complex and challenging environment
- Evidence my motivation of colleagues and implementing successful performance management arrangements to achieve the best results from individuals and teams.
- Demonstrate proven business acumen and commercial awareness
- Evidence my sound, robust decision making and negotiating skills
- Demonstrate the ability to remain calm in handling conflict and determination to find a resolution.
- Demonstrate my ability to produce clear, accurate reports on complex issues to a variety of audiences.
- Articulate my sound financial abilities leading to positive judgement and appraisal of risk.
- Have highly developed communication skills, providing and receiving complex, sensitive and/or contentious information with the ability to engage people at all levels.

How will I evidence my success? I will...

- Get feedback from my customers, peers and my manager about my effectiveness in delivering my services, as well as how I deliver them
- Be able to demonstrate the service improvements I have delivered with tangible results that show success
- Demonstrate that Curo is fully compliant with regulatory and legislative obligations
- Demonstrate compliance and engagement with internal corporate administrative requirements
- Successfully meet the KPIs and objectives agreed for myself and my team
- Deliver my services within my allocated budget and evidence sound budget management through the year.
- Demonstrate my active participation in Curo company life.
- Use the Curo Quality Assurance measures to demonstrate my consistent delivery of our team processes.

Organisational structure



Principal terms and conditions

Salary and package:

Salary is £80K per annum (depending upon experience).

Curo Group offers membership of a contributory Group Personal Pension Plan. Curo will pay up 10% into the pension plan.

Individual Private medical insurance and Life Assurance.

There is a performance bonus scheme that is based on achieving personal objectives and provides for the opportunity to receive a non-consolidated award of up to 10% salary.

Curo have a team reward which recognises colleagues if Curo meets its annual Gross Operating Surplus Target and Customer Experience Target. The scale of the collective awards is based on the annual financial results.

Flexible benefits are available and these can be selected from a list which currently includes buying additional annual leave, providing private healthcare for dependents and sports club membership etc.

Holiday entitlement:

26 days, plus all public holidays. This rises to 29 days after 3 years of service. You also get a day off to celebrate your birthday.

Working hours:

Normal hours of work are 37 hours per week based around the usual business working week. However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required from time to time.

Probation and notice periods:

The probation period for the role is 6 months.

The notice period after probationary is 4 months.

Location:

Your normal place of work will be our fantastic office at The Maltings, Lower Bristol Road, Bath, BA2 1EP, but travel across our operating areas is expected.

Key dates and selection process

Closing date:

Monday 30th October

The client agreed on longlisted candidates will take place on **Monday 30th October**. Successful candidates will be informed the following day Tuesday 31st October. All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Monday 13th November

Longlisted candidates will be interviewed by a Campbell Tickell panel; Kelly Shaw, Senior Associate Consultant and Stephen Bull, Senior Consultant.

Interviews will be held at the **Campbell Tickell, Third Floor, Olympic Office Centre, 8 Fulton Road, Wembley Middlesex, HA9 0NU**

Final Interviews:

Week commencing 20th November

The interviews will take place in Bath and part of the process will involve a presentation, which will be delivered at the start of the interview with the selection panel.

The interview panel will include Liz Potter – Group Chair, Vic da Cunha – Group Chief Executive and Jane Jones – Director of People

Interviews will be held at The Maltings, Lower Bristol Road, Bath BA2 1EP

We hope you will appreciate that we are seeking to get a balance in delivering a robust selection process that is not overly onerous for candidates. If you have any issues with the dates, please do speak to Campbell Tickell in advance of submitting your application.

Supplementary information

The following can be downloaded from <https://www.curo-group.co.uk>

Annual report

<https://www.curo-group.co.uk/about-us/annual-report/>

Strategic Plan

<https://www.curo-group.co.uk/about-us/our-strategic-plan/>

Service Performance scrutiny

<https://www.curo-group.co.uk/about-us/our-service-performance/scrutiny/>

Latest news and blogs

<https://www.curo-group.co.uk/news/news-stories/curo-unveils-plans-for-100-affordable-housing-site-at-st-chad-s-green-midsomer-norton/>

Policies and Strategies

<https://www.curo-group.co.uk/about-us/policies-strategies-minutes-papers/strategies/>

Hear from customers and colleagues about what makes us Curo

<https://www.curo-group.co.uk/about-us/we-are-curo/>

To find out more please visit the Curo website:

<https://www.curo-group.co.uk/>

Media advertisement

Director of Governance

£80,000

South West



Curo are a housing association and house-builder based in Bath and are one of the largest landlords in the South West with a diverse portfolio of affordable and market rented homes. We have over 25,000 customers, manage more than 13,000 homes and are building hundreds of new homes every year.

We provide award-winning support services to a wide range of customers - our mission is to provide great homes, support communities and improve lives and our values are our moral backbone.

The new Director of Governance will play a crucial role in leading on Corporate Governance within Curo. You will not only be able to demonstrate professional and technical skills relating to Governance and Company Secretariat but will also bring experience of leading and managing risk and assurance and creating a culture of continuous improvement. This is a great opportunity for someone who is ICSA qualified and committed to ensuring that governance and compliance plays a major role with a growing business.

If you have great integrity, high standards and bring expertise in governance then we would like to hear from you.

For further details please contact our retained consultant at Campbell Tickell, Kelly Shaw for an informal discussion on **07900 363803** or **020 3434 0990**. You can download a job pack from www.campbelltickell.com/jobs

Closing date: Monday 30th October, 12 noon

First Interviews: Monday 13th November

Final Interviews: Week coming 20th November





Third Floor

Olympic Office Centre

8 Fulton Road

Wembley Middlesex

HA9 0NU

020 8830 6777

