



**TRUSTMARK**  
Government Endorsed Quality



Recruitment  
of a Chair



Starfish

# Welcome

Thank you for your interest in becoming our next Chair at TrustMark.

TrustMark is a not for profit organisation established in 2005. We are the only Government Endorsed Quality Scheme operating in the Retro-fit, Repair, Maintenance and Improvement, and Energy Efficiency sectors. When a consumer uses a TrustMark Registered Business for work in and around their homes, they know they are engaging a business that is committed to the highest standards and has made a significant commitment to good customer service, technical competence, and trading practices.

The challenges of meeting Net Zero 2050 grow day by day and this is a priority area for us. In the context of our relationship with Government, and our role as part of a complex ecosystem of organisations working to achieve a common aim, TrustMark is required to provide a key service towards the delivery of quality work in the energy efficiency and low carbon areas. To support the level of engagement in all sectors required to meet this challenge, our new Chair will be a visible and diplomatic figurehead and champion, playing an influential role at the helm of our Board and with a range of external partners.

This is a pivotal time for TrustMark with significant opportunities ahead. We're looking for a truly visionary and skilled Chair with presence and positive personal impact. Not only will you provide clear and strategic leadership to the Board, ensuring it continues to perform and function as more than the sum of its parts, but you will also play a key role in helping to shape our future. We're looking for a strong and effective networker and alliance-builder with outstanding interpersonal skills, emotional intelligence and a low ego style within the TrustMark team. You'll know instinctively, if not from your direct experience, where the line is drawn between Executive and Board and will create a powerful and positive dynamic in our organisation that inspires, supports and challenges.

You are likely to have an established track record of Board leadership, perhaps gained within a consumer-oriented organisation or trade federation, regulatory, corporate or FMCG environment. You could also come from parts of the public sector that are relevant to our mission and strategic priorities. Wherever you are now, you will quickly establish yourself as a credible and respected leader and wise counsel. You'll be comfortable on a public platform and are already renowned for your objectivity and judgement.

If you believe you can bring the skills, experience and qualities we need then we very much look forward to hearing from you.



# About TrustMark

TrustMark operates within a **Master Licence Agreement** issued by the Government's Department for Business, Energy and Industrial Strategy (BEIS). Following implementation of findings from the Each Home Counts (EHC) Review, Trustmark has expanded its remit to include Repair, Maintenance, and Improvement (RMI), as well as Retrofit and Energy Efficiency Methods to enhance the protection and choice available to consumers wanting to improve energy efficiency within their homes.

We deliver consumer confidence through our expert network of Scheme Providers and their Registered Businesses. TrustMark Scheme Providers commit to meeting the Framework Operating Requirements and ensuring their Registered Businesses maintain required standards of technical competence, customer service and trading practices.

Our ethos is centred around our passion for quality: this underpins what TrustMark stands for – continual improvement, best practice, excellent customer service and protection. We provide a high level of assurance, certainty and protection to homeowners looking to have work done in and around their homes. TrustMark Registered Businesses are thoroughly vetted and continually monitored to ensure they meet required standards in technical competence, customer service and trading practices.

Read more about TrustMark at <https://www.trustmark.org.uk/aboutus>



The Chair provides leadership to the TrustMark Board with primary responsibility for ensuring it has appropriate priorities, structures and governance as well as a supportive and forward-looking culture. The Board is responsible for setting the strategic aims, objectives and direction of TrustMark, delegating day-to-day management to an executive team led by the Chief Executive, and ensuring the long-term sustainability of the organisation. The Chair's main role is to: provide clear leadership to the Board, ensuring its effectiveness; demonstrate an ability to set the Board agenda and lead the other non-executive directors in playing a full role in the development and determination of the organisational strategy; and representing TrustMark externally as required, including direct engagement and interaction with a wide range of partners, stakeholders and other interested parties.

## **Responsibilities of the Chair role**

### *Leadership*

- Lead the Board, providing clarity of vision and encouraging non-executive directors to contribute; ensure appropriate challenge, scrutiny and diversity of perspective.
- Safeguard the reputation of TrustMark, upholding its values by example.
- Ensure that the Board has the necessary and diverse range of skills, expertise and life experiences and to keep this under review as the organisation's priorities evolve.
- Guide and oversee the approval of strategic plans and discussions on the strategic development of TrustMark, ensuring that the Board has agreed strategic priorities.
- Lead in the annual appraisal of the Chief Executive, support him and delegate the day-to-day management of the organisation to the Chief Executive and senior team.

### *Governance*

- Chair Board meetings and ensure that appropriate Board procedures are followed.
- Ensure effective governance and efficient administration of TrustMark.
- Ensure policy, financial and regulatory compliance is maintained in all areas of operation and engage the Board in risk identification and management.
- Promote the highest standards of governance, ethics, compliance within the Board and the wider organisation.
- Ensure the Board reviews, scrutinises and evaluates ways of working by TrustMark and its members and partners.
- Ensure an annual Board effectiveness review is performed and that results from the review are acted on; and oversee the delivery of the Annual Report and Accounts.

### *Ambassadorial*

- Mobilise effective stakeholder engagement as circumstances change.
- Act as an ambassador (with the Chief Executive) for TrustMark with key external stakeholder groups across Whitehall, Westminster, the media and opinion forming community, regulators, trade and wider stakeholders and interested parties.
- Work with the CEO to leverage existing relationships and interdependencies to best advantage and manage reputational risk.
- Champion the organisation to partners and stakeholders to ensure their continued commitment to TrustMark's mission and values.

## Part One

### Knowledge and Experience

- A clear interest in the main issues and themes relating to TrustMark's accountabilities and strategic priorities. Direct experience gained in a relevant or adjacent sector would be an asset, particularly if you have a respected profile within another organisation associated with energy efficiency / low carbon / Net Zero.
- Strong experience of leading or contributing to a Board or Public Committee of standing and influence. Prior experience of chairing another organisation is an asset but not strictly essential.
- Thorough understanding of UK governance and matters of public interest; this should include an appreciation of the Master Licence Agreement and its impact on TrustMark's relationship with Government.
- Substantial experience of engaging with and influencing a diverse range of stakeholders, some of whom may have competing interests. This may include policy makers, politicians, partner bodies, press and trade organisations.
- An excellent understanding of the role of the Chair and Board.

## Part Two

### Skills and Abilities

- Outstanding engagement skills and able to offer positive impact, influence and thought leadership across a broad stakeholder community including Government, Industry, Media and the Public.
- A capable, credible leader and confident figurehead.
- Able to navigate sensitive, complex or contested issues.
- Sound judgement and able to take an objective and dispassionate view.
- Persuasive communication skills and knows how to access influential decision makers at the highest levels.

## Part Three

### Personal Style and Attributes

- An adroit and authentic networker who secures trust and confidence quickly.
- Uses vision to inspire, engage and capture imaginations.
- Strong team player with a confident yet low-ego style.
- Willing to offer stretch and challenge through a constructive relationship with the Executive team.
- Personal values align with the objectives of TrustMark; passionate about helping to eradicate fuel poverty and move more homes towards zero carbon.

# Terms of appointment for the Chair role

**Remuneration**

The appointment is remunerated at circa £24,000 per annum (based on £682.50 per day).

**Time commitment**

The role requires up to three days per month.

**Appointment length**

Three years.

**Location**

Arena Business Centre, The Square, Basing View, Basingstoke, RG21 4EB.



# How to express an interest in the Chair appointment

We hope you will consider making an application to become Chair of TrustMark.

**To make a formal expression of interest, please go to <https://starfishsearch.com/jobs/trustmark-chair/> and click on the apply now button, with the following prepared:**

- a CV (no more than three sides) or equivalent biographical information
- a short covering letter that explains your motivation and availability for the role you would like to be considered for and confirms that you would not be subject to any conflict of interest.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date</b>	Monday 7th March 2022
<b>First stage discussions for selected candidates</b>	w/c 14th / 21st March 2022
<b>Agreement of the shortlist</b>	w/c 28th March 2022
<b>Due diligence and, if required, informal interviews with Starfish Search in London</b>	Following agreement of final shortlist
<b>Final interviews</b>	w/c 4th April 2022



## Our current Board



**Lynn Hugo, acting Chair with a specialism in HR & Legal** has a broad background encompassing FTSE 100 and Global plc organisations as well as not for profit, public sector and enterprise start-ups. This range gives her considerable insight into the diversity that comprises TrustMark's stakeholders. Lynn is passionate about supporting the consumer, recognising that at some stage of the journey, this is a role played by all of us. Her values, combined with experience in human resources, transformational change, organisational development and design, culture change and improved ways of working, make a significant contribution to TrustMark.



**David Oakley, Non-executive Director with a finance specialism** holds an enviable track record in senior roles at global corporations such as Twinings and Coco-Cola. He is a business all-rounder and passionate entrepreneurial leader. David brings his wealth of experience to TrustMark because of a deep synergy in values and a commitment to raising the bar, creating a 'win-win' situation for both consumers and trades. David's strategic leadership expertise is invaluable, as is his ability to manage stakeholder engagement, providing an effective ambassador for TrustMark.



**Richard Saggars, Non-executive director with a specialism in business development and acquisition** holds two very senior roles at international telecommunication businesses and the establishment of a trade association. Richard combines the understanding of how to create customer proximity to drive new revenue opportunities with in-depth insight and empathy with trade bodies. He has an excellent track record of innovation, operational leadership and value creation both in the UK and internationally, helping to shape TrustMark into the future.



**Matthew Todd, Non-executive director with a data specialism** is a business builder who has launched a software company, a digital marketing agency and a digital analytics business in a 25-year career in the digital world. Having successfully sold his own business to PwC and become a PwC Partner, he has been subsequently a Director of an AIM-quoted company and a Non-Executive Director. Matthew has a passion for using digital technologies, powered by data and analytics, to deliver digital transformation and real business impact.



**Brian Gregory, Non-executive Director with a compliance specialism** is a highly experienced entrepreneur. He founded a fire safety business in 2002 which he grew into the UK's leading fire safety consultancy and subsequently sold it in 2018 to a major player within the wider compliance sector. Brian's expertise in compliance has been developed over 35 years, through his military career and in the fire safety industry, in both public and private sectors. This experience and knowledge will help to strengthen further TrustMark's work in improving and driving up standards.



**Simon Ayers, Chief Executive Officer**, leads TrustMark with objective and strategic insight developed from an accomplished career in the energy and construction industry spanning over 30 years. Simon works closely with our independent Board to achieve the strategic objectives. He is currently navigating TrustMark through these changes as an organisation, helping to develop a level playing field of Government Endorsed Quality for any home improvement, as well as driving continual advances in cross-sector standards.