

CORNWALL HOUSING

Cornwall Housing

Board Member Recruitment Pack

October 2021



PART OF THE
CORSERV GROUP
A CORNWALL
COUNCIL COMPANY

Altair

Contents

1	Welcome	3
2	Our Vision, Mission and Values	7
3	Our Board.....	8
4	Role profile	9
5	Equality and diversity.....	11
6	Terms and conditions	12
7	Timetable	13
8	Further information	14
9	How to apply.....	14
	Appendix 1 – CHL Board meeting dates 2021/2022	15
	Appendix 2 – Recruitment monitoring form.....	157

Welcome

I am delighted that you have taken an interest in becoming a Board member of Cornwall Housing (CHL), an Arms' Length Management Company of Cornwall Council created in April 2012. CHL is a substantial regional housing organisation, strongly connected with its communities and key stakeholders. We are a partner of choice and an influencer of policy within Cornwall and the South West and contributor to the health of the regional economy.

We manage and maintain approximately 10,000 council homes and look after around 400 leaseholders on behalf of Cornwall Council. The portfolio includes a homeless hostel, nine sheltered housing schemes and three schemes for people with learning disabilities. We also manage garages, shops and land in neighbourhoods with council housing.

We deliver the Homechoice, Housing Options and advice services for the Council providing support and advice to nearly 10,000 more families and individuals each year and run a number of innovative projects to tackle rough sleeping in Cornwall including Housing First and Homelessness Outreach. We work to help tackle the causes of homelessness and help keep people off the streets, supporting Cornwall Council tenants to secure and maintain a well-maintained home to provide a foundation for a strong family life.

A Registered Provider in our own right with an annual turnover of £39.4 million (2019-20) and employing 393 staff we have our own homes that we build for social rent in Cornwall. We provide development support to the Council who have a programme of over 1,700 new homes over the next 8 years which we will then manage. We support the Council with stock acquisition and have worked on some modular housing options for temporary accommodation. We have a private sector lettings team and a contract to manage the new private rented homes being developed by the Council's development company, Treveth.

During 2019-2020 we commissioned an independent review of CHL which identified a number of areas of concern and we subsequently commissioned an audit of all areas of statutory health and safety compliance. Both these reports can be found <https://www.cornwall.gov.uk/council-news/communities-and-housing/cornwall-council-and-cornwall-housing-act-to-reassure-tenants-after-concerns-raised-by-independent-reviews/>. We have self-reported to the Regulator for Social Housing (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005919/Cornwall_Council_RN_28.07.21.pdf) and are working through an action plan to ensure the recommendations of the reports are fully implemented.

We will also be finalising our next ten-year management agreement from Cornwall Council in the next few months.

All of this has given us the opportunity to develop a Transformation Plan for CHL that forms the basis of our new [2020-2024 Business Plan](#).

This platform provides a great opportunity for Board members to influence and strategically support delivery of our outcomes-based strategy and future business opportunities.

We are looking to recruit five new board members. We are particularly interested in candidates with senior level strategic expertise in one or more of the following areas (listed alphabetically):

- Corporate Finance, Treasury and Business Planning
- Development
- Governance: Regulation, Risk, Compliance and Assurance
- HR, OD
- Business / Organisation Transformation
- Strategic IT
- Sustainability

The right candidates will have strong people and/or leadership skills, an understanding of the range of communities in the Cornwall area and a commitment to good governance. An understanding of or interest in social housing is important, however it's not essential as we recognise the benefits of learning from other professions and sectors. Non-executive experience isn't essential as a full induction and training programme will be provided.

Cornwall Housing aims to achieve equality and celebrate diversity in every area of its work, therefore we welcome applications to this role from under-represented groups on the Board.

If you would like to be part of our future, helping us to improve the lives of residents in Cornwall, please get in touch with our retained advisors at Altair Ltd, whose details can be found further on in this pack.

We look forward to receiving your application.

Mike Hanrahan
Chair
Cornwall Housing



Our vision, aims and objectives

Our Vision

“To deliver high quality homes and housing services to the communities of Cornwall.”

This supports the Council’s aim which is to create a sustainable Cornwall that is prosperous, resilient and resourceful; a place where communities are strong and where the most vulnerable are protected.

Our Aims

We aim to be a:

- high performing housing company providing an exemplar service to the population of Cornwall;
- ambitious, innovative and business focussed organisation;
- company that has the capacity for growth through new build and expansion; and a
- successful employer that our staff want to work for.

Our Objectives

- Achieving the Cornish Housing Standard and maintaining our homes
- Creating new homes
- Efficient use of resources
- Excellent housing services
- Good governance and tenant involvement

Our Values

✓ **Excellent Service**

Putting our customers at the heart of what we do.

✓ **Honest and accountable**

Demonstrating integrity by doing the right thing in the right way and building trust.

✓ **Ambitious through Partnership**

Working with others to achieve more together than we can alone.

✓ **Progressive**

To be creative and innovative in striving for excellence in everything we do.

✓ **Empowered**

Take responsibility, empower others and commit to learning and sharing knowledge.

Further information about Cornwall Housing is available from our website at:
<https://www.cornwallhousing.org.uk/>

CORNWALL HOUSING

Cornwall Housing in numbers

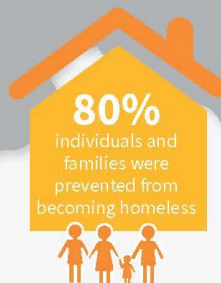
Figures based on financial year 2019/20



10,806 properties managed including leasehold



Employ over
433
staff



[OBJ]

Our governance arrangements

Our relationship with the Council is governed by the management agreement that captures the measures for our success and the new management agreement and commissioning plan are being finalised for introduction in the next financial year. CHL has monthly client meetings with the Council aligned to our respective management fee agreements to monitor performance and progress against our plans. As a company within the Corserv Group, Cornwall Housing reports to the Corserv Board, which has the Council as its sole shareholder.



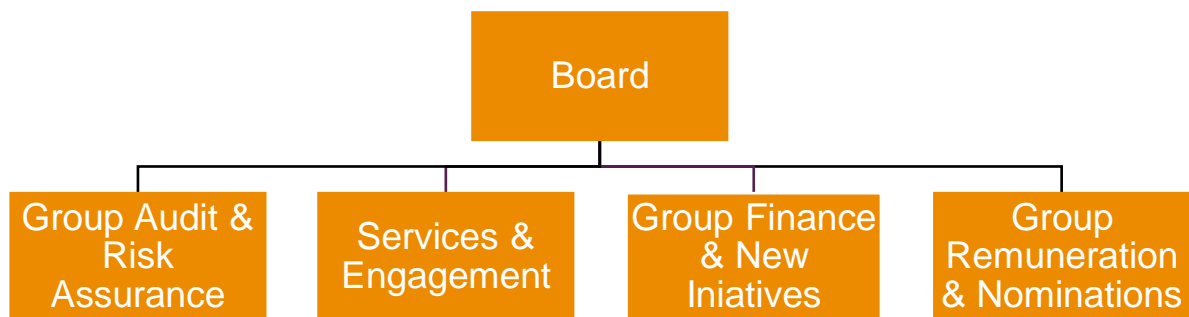
Completion of the Governance Review in 2021 recommended changes to the board and Committee structure. The board has retained the Services & Engagement Committee which consists of three Board members and six residents to ensure the voice of our customers is better represented in Board decisions. The work of the CHL committees has been transferred to the Corserv Group committees.

We have completed the self-assessment against the National Housing Federations Code of Governance and submit our annual returns to the Regulator for Social Housing.

Our Board

The Board of Cornwall Housing consists of three Non-Executive Directors who are Cornwall Housing Residents, four Independent Members (including the Chair), three Cornwall Council appointed members along with the Managing Director of both CHL and Corserv.

The Board meets normally on a bi-monthly basis, and is supported by four Committees, three of which are Group Committees, the structure is seen below:



Each committee meets four times a year except the Remuneration and Nominations committee which usually meets twice.

Further details are available at: <https://www.cornwallhousing.org.uk/about-cornwall-housing/our-board/meet-our-board-members/>



Board Member Role Profile

Job Description

The Board as a whole is collectively responsible for ensuring the success of Cornwall Housing Limited and ensuring its compliance with all legal principles and statutory restrictions relating to company law as stated within the Companies Act 2006. The Board:

- Sets the ALMO's vision, values and standards and ensures that its legal and regulatory obligations are understood and met
- Sets the ALMO's strategic aims, ensures that the necessary financial and human resources are in place to meet its objectives and reviews management performance
- Provides entrepreneurial leadership of the ALMO within a framework of prudent and effective controls which enable risk to be assessed and managed
- Fulfils the functions as outlined in the Constitution

Role Purpose

The role of Board members is to:

- Provide collective leadership, direction and scrutiny of the ALMO
- Act in the best interests of the ALMO and Corserv
- Ensure effective oversight of the ALMO, when appropriate building relationships with the Corserv Board in order to generate cohesion, shared purpose and actions in the interests of Corserv as a whole
- Act appropriately as an ambassador; networking, engaging and forming relationships with a wide range of internal and external stakeholders to build an excellent reputation for the ALMO and Corserv

Responsibilities of Board Members

- Challenge, lead, inspire and motivate the Executive
- Support the Chair to ensure an effective Board
- Preparation to ensure the efficient conduct of business including at meetings
- Establish constructive working relationships with the Executive Team
- To take part in Committees as appropriate including potentially undertaking the role of Committee Chair.
- To support that the business of the Board is managed in accordance with the principles of good governance, enabling the views of all Board Members to be heard
- To be an ambassador for and represent the organisation as appropriate
- To ensure integrity in all aspects of the organisation's activities
- To take part in regular reviews of the composition of the Board and the skills and experience to ensure it remains equipped to lead the organisation and achieve the strategic direction
- Comply with the adopted Code of Governance, Code of Conduct Standing Orders, Financial Regulations and any organisational policies relating to Board member activity
- To act within and in accordance with the Rules

- To uphold and promote the core policies, purpose, values and objectives of the ALMO (including its commitment to equal opportunities)
- To contribute to and share responsibility for decisions of the Board (and/or any Committee of which s/he is a member)
- To attend induction, training and performance review sessions and other such sessions or events as are reasonably required by the organisation
- To attend (save in extremis) all meetings of the Board (and all Committees of which s/he is a member) and to read Board and/or Committee papers (as applicable) before meetings

Person Specification

Part One – Knowledge and Experience (assessed by application and interview)

- Experience of working within an organisation of similar complexity to CHL, preferably at a senior level, working with organisational performance frameworks
- An understanding and knowledge of good governance
- Experience of leading teams and managing performance
- Awareness of and interest in issues affecting the housing sector

Senior level strategic experience within one or more of the following areas gained in either an executive or non-executive role (listed in alphabetical order):

- Corporate Finance, Treasury and Business Planning
- Development
- Governance: Regulation, Risk, Compliance and Assurance
- HR, OD
- Business / Organisation Transformation
- Strategic IT
- Sustainability

Part Two – Skills and Personal Attributes (assessed by interview)

- The ability to make a constructive contribution to meetings through preparation and understanding
- The ability to understand complex issues including financial information
- Ability to work constructively with others to achieve corporate objectives
- Good interpersonal and communication skills
- Ability to work as a member of a team
- A commitment to the visions and values of CHL
- A commitment to equality, diversity and inclusion in employment and service delivery
- High standards of personal and professional integrity
- High level of personal drive

In addition, each Board Member should demonstrate or be working towards the following eight core competencies:

Competency	Characteristics
1. Personal skills	<ul style="list-style-type: none"> • Holds the executive to account • Is able to communicate effectively, changing style and tone as required • Prepares for each meeting • Displays effective time management • Leads by example • Demonstrates commitment
2. Teamwork	<ul style="list-style-type: none"> • Has good interpersonal and listening skills • Is able to challenge constructively, with courtesy and respect for others • Accepts the principle of collective responsibility • Demonstrates clear understanding and support of the relationship between Executive and Non-Executive roles
3. Responding to diverse needs	<ul style="list-style-type: none"> • Acts as a champion for diversity and challenges inappropriate behaviour • Recognises the needs of different social and cultural groups
4. Leadership and motivation	<ul style="list-style-type: none"> • Develops a culture of excellence • Shows commitment and enthusiasm • Sets standards of behaviour
5. Data analysis and decision making	<ul style="list-style-type: none"> • Understands the performance management framework • Has the ability to weigh up the issues and make decisions • Has an awareness of value for money • Demonstrates an ability to assess risk when making decisions
6. Setting business direction	<ul style="list-style-type: none"> • Demonstrates vision • Sees the longer-term implications • Maintains awareness of potential new business areas
7. Strategic thinking	<ul style="list-style-type: none"> • Is aware of the external environment and drivers for change • Understands how CHL goes about planning for the future
8. Service quality and customer focus	<ul style="list-style-type: none"> • Values and uses customer views • Understands affordability issues

Equality and diversity

We are a diverse company, with plans to do more. We are committed to ensuring those who work for us have the opportunity to develop and work to their full potential.

Cornwall Housing aims to achieve equality and celebrate diversity in every area of its work, therefore we welcome applications to this role from under-represented groups on the Board.

Terms and conditions

Time commitment

We estimate that this role will take up to two days per month. The commitments are as follows:

- **Board of Management** - The CHL Board meetings are 6 times a year on a bi-monthly basis, for approximately 3 hours from 14:00 until 17:00.
- **Board away days** - Board Away days are held once a year
- **Annual General Meeting** – this is usually held directly before an existing Board meeting
- **Committee membership** - As part of Board membership dependant on skills, experience and competencies, members may be asked to sit on one Committee.
- **Special meetings** - These may be called where there is ad-hoc business.
- **Training and development** - The Board training programme requires Board Members to attend up to two days of training per annum. This is often factored into the Away days. Other briefing sessions usually are hosted before or after existing meetings.
- **Appraisal** – Board members are expected to take part in an annual appraisal.
- **Champion and community activities** - Members will be expected to take part in supporting key service areas and wider community activities during the year – these are flexible and based on demand and opportunity



On occasions there may be Corserv related meetings and engagements which you will be invited or encouraged to attend. These may be networking events, exhibitions, stakeholders' meetings with partners, launches and promotions, consultation and other meetings with tenants and leaseholders.

Board induction and support

We understand the importance of an induction process and we will ensure that each new member will have an induction to suit their individual needs.

Training opportunities, attendance at conferences, webinars and networking events are also regularly circulated to all Board Members.

Other terms:

Term of office	<ul style="list-style-type: none"> The terms of office are being aligned to the NHF Code of Governance 2020 being 2 x three year terms.
Remuneration	<ul style="list-style-type: none"> £5,000 per annum plus reasonable expenses
Place of work	<ul style="list-style-type: none"> Board and Committee meetings are usually held at Cornwall Housing’s Head Office at Chy Trevail, Beacon Technology Centre, Bodmin, PL31 2FR. With notice, meetings may be held in other locally based locations.
Code of Conduct	<ul style="list-style-type: none"> Each Member is expected to sign up to and work within the Code of Conduct. Members are expected as part of this to support and demonstrate through behaviours and actions, the core values of the Company.

Timetable

Project stage	Timescale
Closing date	10am Monday 25 October 2021
Longlisting decision	End of w/c 25 October 2021
Preliminary interviews (to be held at Chy Trevail, Bodmin) and shortlisting decision	w/c 1 November 2021
Final assessment stage to be held at Chy Trevail, Bodmin	w/c 8 November 2021
Successful candidate to attend first Board Meeting (as part of induction process)	30 November 2021

If you are likely to be unavailable for the interview dates above, please email: sioned.hughes@altairltd.co.uk as soon as possible.

Further information

For further information about this opportunity, please contact one of our retained advisors at Altair Ltd:

- Sioned Hughes, Principal Consultant on 07788 7791381 or sioned.hughes@altairltd.co.uk
- Sarah Palmer, Head of Recruitment on 07806 602933 or sarah.palmer@altairltd.co.uk

How to apply

To apply for this role please go to: <https://altairltd.co.uk/current-roles/alt311> and complete our online registration form and attach the following documentation:

1. A **detailed CV** of no more than 2,000 words including details of positions held (and dates), including achievements relevant to a non-executive position
2. A **supporting statement** of no more than 2,000 words explaining your motivation for applying for the role at Cornwall Housing Ltd and addressing how you meet the competencies outlined in PART ONE of the Person Specification
3. Full contact details (including name, job title, organisation, phone and email) for **two referees** (including your current employer is applicable). Please note that we will not take up references without your prior permission
4. Completed **recruitment monitoring form** (is included in the pack as Appendix 2 and a Word version is available on our website from the above link)

The deadline for applications is **10am on Monday, 25th October 2021** and the job reference code is **ALT311**. Your application will be treated with strictest confidence.

Appendix 1 – CHL Board meeting dates 2021/2022

2021			
November			
MEETINGS	DATE	TIME	VENUE
Board	Tuesday 30 th	9:30 am – 13:00 pm	Online
2022			
January			
MEETING	DATE	TIME	VENUE
Annual General Meeting	Tuesday 25	9:30 am – 13:00 pm	Online
February			
MEETING	DATE	TIME	VENUE
Board	Tuesday 22 or 24	All Day	Online
March			
MEETING	DATE	TIME	VENUE
Board	Tuesday 29	9:30 am – 13:00 pm	Online

May			
MEETING	DATE	TIME	VENUE
Board	24 May	9:30 am – 13:00 pm	Online
July			
MEETINGS	DATE	TIME	VENUE
Board	27 July	9:30 am – 13:00 pm	Online
September			
MEETING	DATE	TIME	VENUE
Board	27 September	9:30 am – 13:00 pm	Online
November			
MEETING	DATE	TIME	VENUE
Board	28 November	9:30 am – 13:00 pm	Online

Appendix 2 – Recruitment Monitoring Form

Please complete the **Recruitment Monitoring Form**. Details will only be used for monitoring purposes and not shared with the client.

Recruitment Monitoring Form	
<p>We are committed to having a workforce that promotes equality and celebrates diversity. To help us monitor and achieve this, we gather and use information about job applicants and our workforce to continually improve our employment policies and to remove barriers to and within employment. The information you give is confidentially managed and does not affect your job application.</p> <p>It will help us if you provide as much information as possible, but if you do not wish to answer any questions please leave them blank.</p>	
Vacancy Reference:	
Where did you see this job advertised?	
Please indicate "YES" as appropriate	
Altair e-bulletin	
Altair website	
Approached directly by Altair	
Cornwall Housing website	
Exec-appointments.co.uk	
Inside Housing online	
LinkedIn	
Local print media	
Online browsing	
Twitter	
Women on Boards	
Word of mouth	
Other (please state)	

What age group are you (years)?													
Up to 20	<input type="checkbox"/>	20-25	<input type="checkbox"/>	26-30	<input type="checkbox"/>	31-35	<input type="checkbox"/>	36-40	<input type="checkbox"/>	41-45	<input type="checkbox"/>	46-50	<input type="checkbox"/>
51-55	<input type="checkbox"/>	56-60	<input type="checkbox"/>	61-65	<input type="checkbox"/>	66 +	<input type="checkbox"/>						

What is your title?													
Mr	<input type="checkbox"/>	Mrs	<input type="checkbox"/>	Miss	<input type="checkbox"/>	Ms	<input type="checkbox"/>						
Other (please specify):													

How do you describe your gender?			
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>

Is your gender identity the same as the gender you were assigned at birth?			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

Do you consider your sexual orientation to be:							
Heterosexual/ Straight	<input type="checkbox"/>	Bisexual	<input type="checkbox"/>	Gay Man	<input type="checkbox"/>	Lesbian/Gay Woman	<input type="checkbox"/>
Withheld	<input type="checkbox"/>						

What is your marital status?									
Single	<input type="checkbox"/>	Married	<input type="checkbox"/>	Divorced	<input type="checkbox"/>	Widowed	<input type="checkbox"/>	Civil Partnership	<input type="checkbox"/>

How do you describe your religion or belief (if any)?							
Buddhism	<input type="checkbox"/>	Christianity	<input type="checkbox"/>	Hinduism	<input type="checkbox"/>	Islam	<input type="checkbox"/>
Judaism	<input type="checkbox"/>	Sikhism	<input type="checkbox"/>	Non belief	<input type="checkbox"/>	Withheld	<input type="checkbox"/>
Other (please specify):							

Are you caring for someone who is disabled or elderly?			
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

Do you consider yourself to have a disability?							
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>				
If you have answered 'yes', please select the definition/s from the list below that best describes your impairment:							
Learning Disability/ Difficulty	<input type="checkbox"/>	Long standing illness or health condition	<input type="checkbox"/>	Mental Health condition	<input type="checkbox"/>	Physical or mobility impairment	<input type="checkbox"/>
Sensory Impairment	<input type="checkbox"/>	Other	<input type="checkbox"/>	please specify:			

It would help us to know any barriers you have faced when dealing with us. Please also use this space to make suggestions on how we can improve.

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How do you describe your ethnic origin?

Please read through carefully before selecting the ethnic group that you feel most closely reflects your background.

White

British	<input type="checkbox"/>	Cornish	<input type="checkbox"/>	Irish	<input type="checkbox"/>
Gypsy	<input type="checkbox"/>	Roma	<input type="checkbox"/>	Travellers of Irish Heritage	<input type="checkbox"/>
Other white background (please specify):					

Mixed

White & Asian	<input type="checkbox"/>	White & Black African	<input type="checkbox"/>	White & Black Caribbean	<input type="checkbox"/>
Mixed Cornish	<input type="checkbox"/>				
Other mixed background (please specify):					

Black or Black British

African	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>	Cornish	<input type="checkbox"/>
Other black background (please specify):					

Asian

Bangladeshi	<input type="checkbox"/>	Chinese	<input type="checkbox"/>	Indian	<input type="checkbox"/>	Pakistani	<input type="checkbox"/>
Cornish	<input type="checkbox"/>						
Other Asian background (please specify):							