

CORNWALL
HOUSING



Non-Executive Director Recruitment
March 2025

Introduction from our Chair

Safe homes in strong
communities for one
and all

I am delighted you're considering applying to join the Board of Cornwall Housing Limited as an Independent Non-Executive Director, and hope you find the information included in this pack helpful in supporting your decision.

Cornwall Housing Limited is an Arms' Length Management Organisation (ALMO) wholly owned by Cornwall Council to provide social housing to the people of Cornwall.

The world of social housing is complex and fast moving and CHL has not always delivered services that reflect best practice or resident need. The recent lifting of the Regulatory Notice shows the progress that has been made but CHL recognises that there is more to across all areas of operation. To deliver this the past two years have seen considerable change across CHL, with a new management team fully in place, new processes either already in place or under development and a renewed focus on delivering for local people.

Tackling Cornwall's housing crisis means not only providing new homes but also maintaining and upgrading the ones we already manage. At the end of 2023 we launched a major improvement programme for some of our oldest social housing stock. We announced we'd be investing £79 million over the next five years. We committed ourselves to improving the energy efficiency of our homes and addressing general repairs such as replacing roofs, kitchens, and bathrooms and ensuring homes complied with the latest fire safety regulations.

Moving forward CHL remains ambitious that we will be able to provide homes that our communities can be proud of, and the next five years will see CHL focus on many of the required solutions that embed real change across all areas of service delivery. Our relationship with Cornwall council is critical in delivering all these actions and is strong.

Together with my fellow Board Directors we will continue to oversee the work of the management team and deliver the objectives of the council.

Over the coming years, as our Independent Non-Executive Directors reach their term on the Board, we will be seeking a number of new NED's with specific backgrounds and experiences. In June 2025, Dawn Sowerby who Chairs our People and Culture Committee will be stepping down, and in September 2025 Karen Ayling who Chairs our Audit, Finance and Risk Committee will have served her term, and we would like to thank them for the energy and commitment they have shown to the Board over the past 3 years. Our priority now is to identify two new Non-Executive Directors who will join these two committees.

If you are inspired by what you read about in this document, are committed to providing decent homes for one and all across Cornwall and can offer the skills and experience required to lead us into the future, we want to hear from you.

Yours sincerely



Vivienne Horton

Chair of the Board

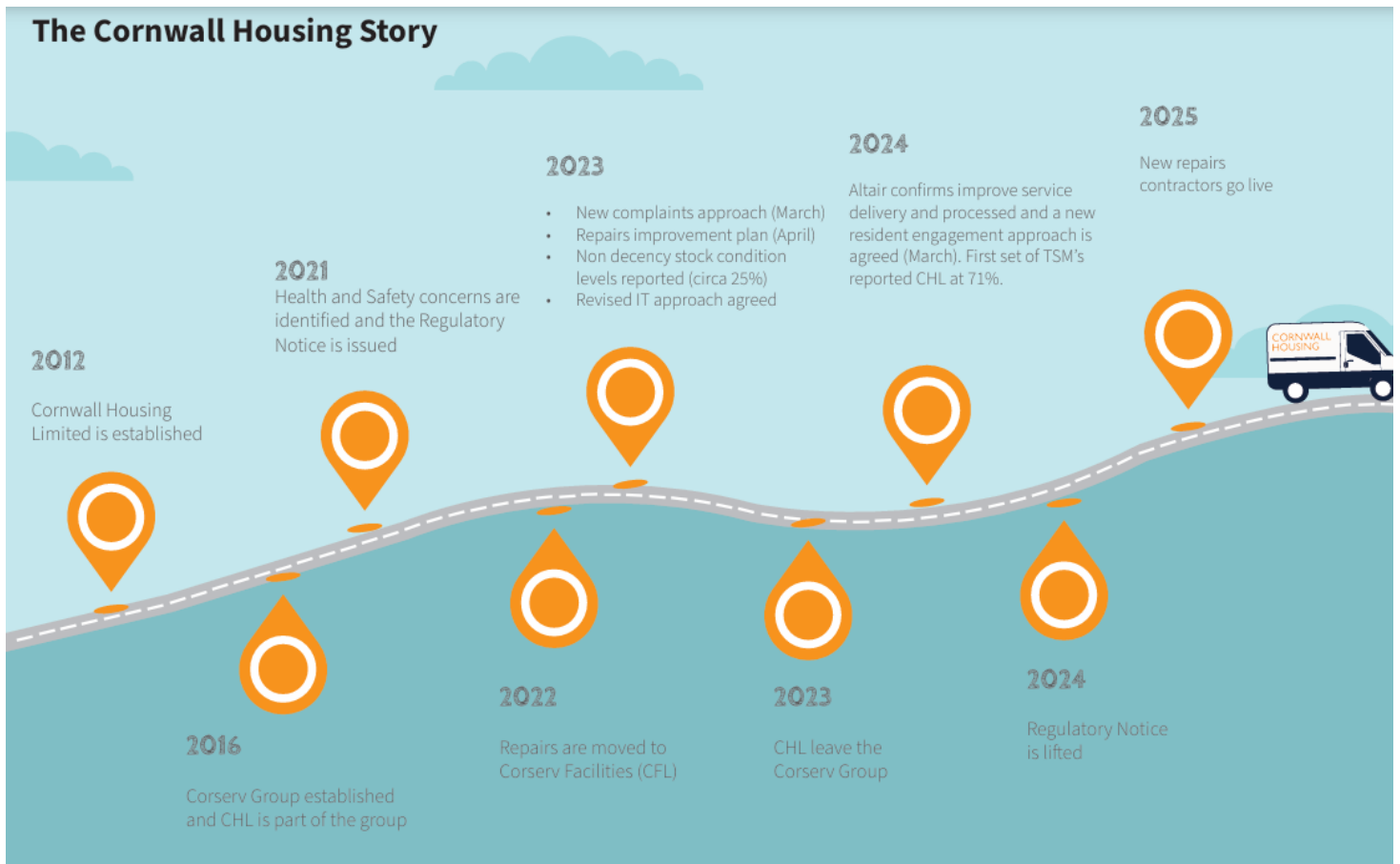
About Us

About Cornwall Housing

On behalf of Cornwall Council, we manage and maintain approximately 10,200 Council homes, as well as approximately 400 leasehold homes on behalf of the Council and manage garages, shops and land in neighbourhoods with Council housing. Additionally, we have 56 homes that we built for social rent in Cornwall. As a company we are owned by the Council. Any profits are re-invested into the Housing Revenue Account and used to improve social housing locally.



The Cornwall Housing Story



Our Vision

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

Our Aims

We aim to be:



A high performing housing company providing an exemplar service to the population of Cornwall;



An ambitious, innovative and business focussed organisation;



A successful employer that our staff want to work for.

Our Objectives

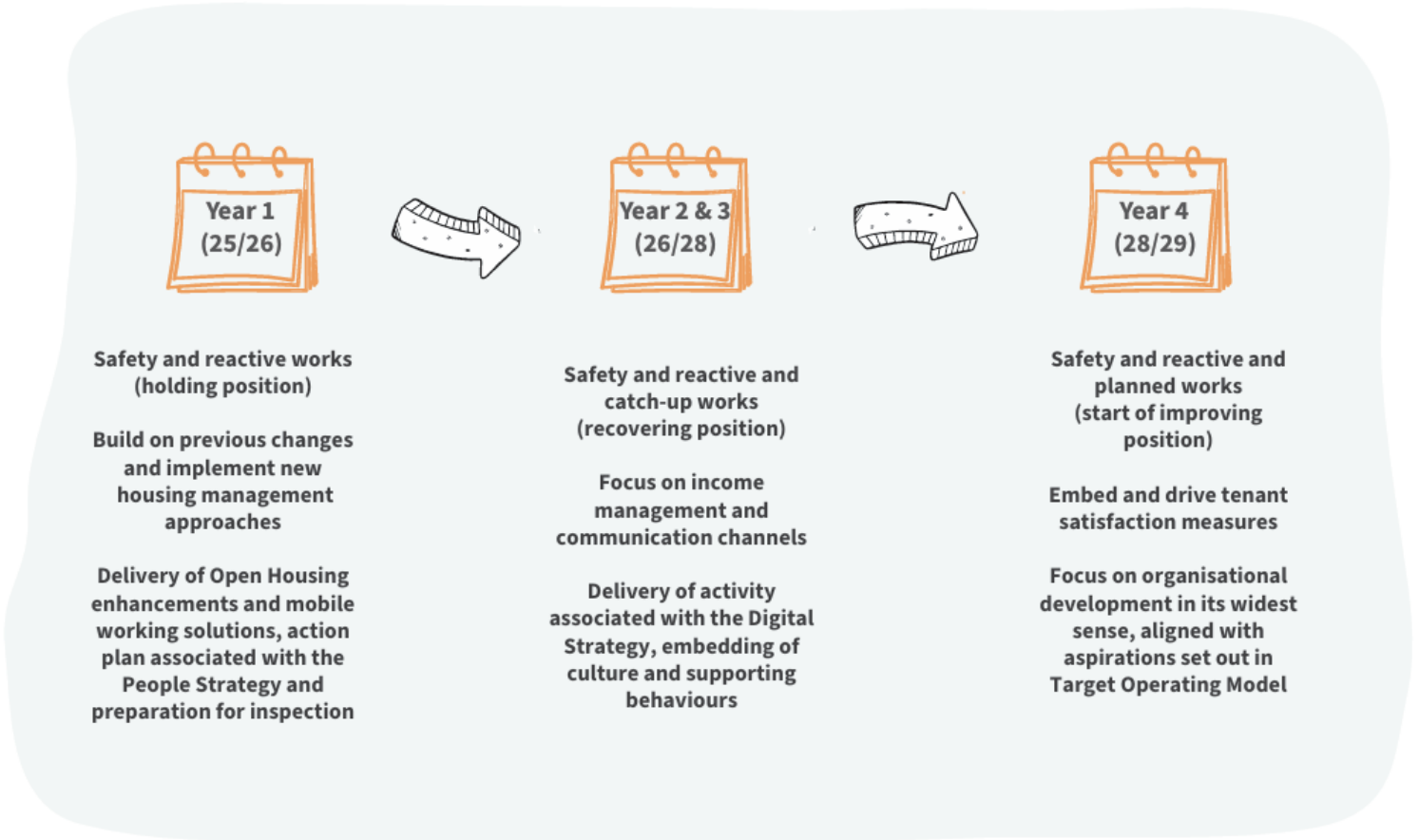
- Maintaining our homes
- Managing new homes
- Efficient use of resources
- Excellent housing services
- Good governance and tenant involvement



Looking Ahead

As we look ahead, we remain committed to improving the lives of our residents, the quality of our homes, and the strength of our organisation. Our focus is on creating positive change across three key areas: Our residents, our homes, and our organisation. These priorities are designed to enhance service delivery, drive operational improvements, and strengthen our engagement with tenants, ensuring we meet regulatory standards and exceed expectations. Our business plan covers the next 4 years and sets out how CHL will approach some of the key challenges of improving services, delivering the Consumer Standards and maintaining a balanced financial position.

The Strategic Framework



2025/2026 Priorities



Our Board

The Cornwall Housing Board must act in the best interests of the Company and set out the organisation's values and purpose in a strategic Business Plan.

Cornwall Housing is regulated by the Regulator of Social Housing and complies with the National Housing Federation's Code of Governance. We publish an annual statement of how we comply with these regulatory and governance standards in the Company's Annual Statement of Accounts.

The Board meets regularly, and the meetings are open to the public.



Vivienne Horton
Interim Chair of the Board



Amanda Leman
Tenant Non-Executive Director



Su Spence
Managing Director



Karen Ayling
Independent Non-Executive Director
and Chair of Audit, Finance and Risk
Committee



Katharine Aktinson
Tenant Non-Executive Director



Kevin Hawke
Tenant Non-Executive Director



Dawn Sowerby
Independent Non-Executive
Director and Chair of People and
Culture Committee



Mark Read
Cornwall Council Board Member



Robert Stronge
Independent Non-Executive
Director and Senior
Independent Director



Graham Clarke
Independent Non-Executive
Director



Robert Dustan
Independent Non-Executive
Director

[Read more about our Board Members here](#)

Our organisation

Strong governance is essential at Cornwall Housing. Our board is made up of 11 non executive directors who must act in the best interest of Cornwall Housing and follow the organisation’s values and purpose set out in the strategic business plan.

The board was reshaped in 2023/24 and we Established our own committee structure and now have an Audit and Risk Committee and a People, Governance and Culture Committee.

Directors’ remuneration and management costs

| | |
|--|-----------|
| Remuneration payable to the highest paid director, relative to the size of the landlord | £13.53 |
| | |
| The aggregate amount of remuneration paid to directors, relative to the size of the landlord | £44.56 |
| | |
| Management costs relative to the size of the landlord | £4,642.94 |

 Did you know at Cornwall Housing we have 216.8 Full Time Employees
*April 24 figure

What does this look like?



Who we are seeking

We are currently recruiting two Independent NEDs, one of whom will join the Board in June 2025, the other in September 2025. These two NEDs will join either the People and Culture Committee, or the Audit, Finance and Risk Committee.

As a NED you will help to set and drive the Cornwall Housing strategic direction, monitor transformational and operational programmes and ensure the Company fulfils statutory and legislative responsibilities. You will have a key role in improving performance, and promoting the highest standards of practice, quality, and governance, whilst remaining focused on board matters, not straying into executive direction. This ensure that NEDs provide an independent view of the company that is removed from day to day operations.

You should have strong influencing skills, the ability to hold others to account, and previous experience as a NED in the private or public sector is preferred, but not essential. You should be able to evidence driving and supporting an organisation through a period of significant change. An understanding of current legislation as it pertains to housing regulations is advantageous, as is working in collaboration with other strategic partners including Councils, with a focus on transformation, change and organisational development.

We have a strong and diverse Board, who bring a range of skills, backgrounds and experience. In one of these appointments, we are ideally seeking to strengthen our Board with HR, OD, People and Culture expertise. Experience of working in or with the social housing sector could be beneficial and experience in one or more of the following would be advantageous:

- Social Housing – specifically ALMOS's (Arms Length Management Organisation)
- Other arms length organisations / Registered companies with Public Sector shareholders
- Health

Most importantly is an affinity with and commitment to our Vision to provide high quality homes and housing services to the communities of Cornwall.

We welcome applications from the whole community to encourage a diverse and representative Board. In particular we would like to increase the representation of those in our community that identify as coming from a Black, Asian or other minority ethnic (BAME) background or identify as having a disability and would welcome applications.

Candidates will ideally live within the Southwest and if possible, have a connection to Cornwall itself however, this requirement may be waived by for the right candidate profile.

Commitment

The Board meets monthly with the exception of April, August and December when no meetings are held. The meetings are usually held at Chy Trevail in Bodmin and run from 10:00 to 13:30. There is also one strategic away day per year to allow time to focus on specific topics.

Committees meet 3 or 4 times a year and we ask all Board Directors to sit on one of the Committees.

We anticipate that approximately 1.5 to 2 days per month will be required to fully execute the required duties.

Meeting Dates for the remainder of 2025 are:

Board Meetings

Thursday 27th March 2025
 Thursday 29th May 2025
 Thursday 26th June 2025
 Thursday 31st July 2025
 Thursday 25th September 2025



Thursday 30th October 2025
Thursday 27th November 2025
Away Day date(s) TBC

Audit, Finance & Risk Committee Meeting Dates

Tuesday 15th April
Tuesday 22nd July
Tuesday 21st October

People & Culture Committee Meeting Dates

Wednesday 11th June
Wednesday 12th November

Remuneration

The Cornwall Housing Board meets 9 times per year and the meetings are held during the day. Committees usually meet on a quarterly basis. There is also at least one strategic away day which will focus on specific topics. We anticipate that approximately 1.5 to 2 days per month will be required to fully execute the required duties.

Non-Executive directors are paid an annual salary of £5,000 via payroll. Reasonable travel expenses will be reimbursed. Committee Chairs receive an additional £2,000 salary.



Role profile – Board Director

| | |
|-------------------------------|---------------------------|
| Role Title | Board Director |
| Team | Board of Directors |
| Rate of Pay | £5,000 p.a. |
| Report to (role title) | Chair of the Board |

Purpose of the Role:

- To provide oversight to the operational delivery of the housing landlord service for Council, ensuring that it delivers against the Council's strategic objectives for this area.
- To make recommendations regarding matters to be considered by Cabinet and the Council, including the CHL housing strategy, housing landlord policies and regarding the setting of the annual HRA budget.
- To work in an advisory capacity to the Council on all matters related to services provided through the council's HRA
- To work in partnership with, and be accountable to, residents in fulfilling its role.
- To provide oversight and assurance to the Council on the key matters contained within legislation and regulatory standards.

Key Responsibilities:

Board directors will:

- Ensure that CHL delivers strategies and annual plans, as determined by the Council in the context of the corporate vision.
- Contribute to ensuring that the board fulfils its role and terms of reference.
- Meet the expectations of board directors set out in the Governance standing orders.
- Abide by the Code of Conduct
- Build and maintain effective working relationships.
- Apply personal expertise, skills and knowledge to their work with CHL.
- Develop and keep up-to-date knowledge and understanding of the Council, CHL, the locality, the sector, and customers' views and feedback.
- Actively participate and provide constructive challenge.
- Act as an ambassador for the council and CHL
- Ensure the views and interests of stakeholders are represented and considered.
- Ensure that the work of CHL meets the council's expectations and commitments in respect of equality and diversity.

Board directors should ensure they:

- Are well informed and undertake appropriate background reading.
- Contribute specialist knowledge/expertise/experience to the council and keep this knowledge up to date, including gaining knowledge on the housing sector.
- Read board papers and generally prepare for board/Committee meetings, other board events and away-days.
- Participate in discussions and decision making, helping to form a consensus and sharing collective responsibility for recommendations.
- Prepare for, attend and participate in meetings.
- Treat information gained as a board director in confidence.
- Respond promptly to requests regarding CHL work.

Person Specification

| ATTRIBUTES | CRITERIA |
|-----------------------------------|--|
| Experience | <ul style="list-style-type: none"> • Direct knowledge of being a CHL tenant or leaseholder • OR experience of working within or close to the social housing sector • OR a relevant professional or business skill that would contribute to the board success |
| Aptitudes and Skills | <ul style="list-style-type: none"> • Able to read, understand and analyse written and numerical reports • Able to express views in a formal board/committee meeting environment making reasoned and thought-through contributions • Able to challenge constructively while respecting the roles, views and feelings of others • Contributes to forming a consensus with other board directors when involved in decision making and influence through discussion • Able to make balanced and informed decisions • Considers the long-term implications and broad view of issues |
| Personal Qualities | <ul style="list-style-type: none"> • A genuine interest and commitment to the provision of social housing services and the building of communities • A high degree of integrity • A commitment to diversity and resident engagement policies |
| Tenant Directors only | <ul style="list-style-type: none"> • Candidates applying to be board directors will not need to demonstrate that they have already gained the full range of skills, but as a minimum that they are able to demonstrate that they have the potential to gain the minimum skills required in a relatively short period of time • These skills will be tested with candidates at interview and full training will be provided where required |
| Council Nominees only | <ul style="list-style-type: none"> • Council board directors are directly appointed by Cornwall Council |
| Independent Directors only | <ul style="list-style-type: none"> • Each year, the board will review its effectiveness and the skills it requires to support the delivery of its objectives. Applicants with relevant skills will be identified and asked to demonstrate at interview, the skills they can bring to the board. |

Board of Directors Terms of Reference

Purpose

- On behalf of the Council the board has responsibility for the governance of Cornwall Housing limited and for overseeing the work the organisation.
- It fulfils this role in the context of the organisation's social purpose, mission and values, and through its duty to develop and oversee the delivery of its Strategic Objectives.
- It must ensure value for money, a strong customer focus and the safety of residents and staff alike in carrying out its functions.
- It must ensure that it keeps within its legal, regulatory and moral obligations.

- It will work in partnership with, and be accountable to, residents in fulfilling its role

Core functions

The board will fulfil its key functions either directly or through delegation to its committees or to senior officers.

(Certain functions must be reserved to the Board in accordance with the NHF Code of Governance 2020. These functions are marked with an asterisk*).

Mission and Vision Culture

- *Setting and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success
- *Establishing a culture that is positive, focused on the needs of current and future residents, other customers and other key stakeholders, and embeds equality, diversity and inclusion in the organisation.

Effectiveness and Efficiency

- *Ensuring that the organisation operates effectively, efficiently, and economically

The Executive Team

- *Providing oversight, support, direction and constructive challenge to the organisation's Managing Director and other executives.
- *Appointing and, if necessary, dismissing the Managing Director

Financial Control

- *Satisfying itself as to the integrity of financial information, and setting and approving each year's budget, business plan and annual accounts prior to publication.

Delegations

- *Establishing, overseeing and regularly reviewing a framework of delegations to committees and staff
- *Holding to account the organisation's subsidiary boards, committees and senior staff for the exercise of any powers delegated to them

Control, Risk Management, and Assurance

- *Establishing and overseeing control and risk management frameworks in order to safeguard the assets, compliance and reputation of the organisation.
- Establishing and overseeing a robust internal control framework and seeking regular assurance about the effectiveness of key controls including controls to ensure compliance.
- Publishing an annual statement setting out its approach to compliance and internal control.

Customers

- Monitoring and reviewing the impact of service delivery with regards to equalities, ensuring that this supports delivery of council objectives
- Overseeing and ensuring that the needs and safety of the organisation's current and future customers are placed at the heart of the Board's decision-making.
- Seeking excellence and continuous improvement in the delivery of services to customers

Probity

- Ensuring that the Board operate to the highest ethical standard and follow the guiding principles as set out in the Governance Strategy.
- Operating openly and transparently and demonstrate accountability to key stakeholders including customers and partner statutory bodies.

Stakeholders and external bodies

- Considering action to be taken following the receipt of reports from the external and internal auditors, external inspectorates and the relevant Ombudsman.
- Approving responses to consultation papers and considering the Company's approach to policy developments in the Housing Sector and ALMOs.
- Ensuring that there are mechanisms for communicating and receiving feedback from stakeholders including the Council.

Performance and Policy

- Monitoring progress on the Business Plan, Service Plans, Service Improvement Plans and key strategies and considering significant variances.
- Monitoring key performance indicators, general service performance and financial management by exception.
- Approving key strategic policies as set out in the Policy Framework.

Governance

- Approving the terms of reference for Sub Committees and Panels, and the appointment of co-optees.
- Monitoring and reviewing the Company's governance arrangements annually including implementing the Governance Action Plan
- Considering proposals to change the Constitution and the Scheme of Delegation
- Approving changes to the board Code of Conduct and supporting procedures and protocols
- Ensuring that CHL is led by a skilled and diverse board which regularly reviews and capably manages its own performance and effectiveness.

Staffing

- Approving significant changes to staffing levels or organisational structures following a recommendation from SMT.
- Monitoring and reviewing the staffing establishment of the Company and approving proposals for significant change such as changes to terms and conditions of service.
- Ensuring that the board has access to insight into the views of staff, such that their opinions and needs are understood, and influence the board's decisions as appropriate.



Delegation to Committees

Overseeing the organisations finances including budgetary control, budget setting, stress testing and business planning.

People and Culture Committee

- Supporting the Board in relation to CHL's, governance matters and succession planning.
- Having oversight of the Group's employee related matters, including terms and conditions of employment, health and safety and welfare of staff, remuneration and People Values
- Reviewing and setting the Managing Director and Senior Management Team remuneration
- Upholding and promoting the organisational culture as determined by the Board
- Providing assurance to the board that controls are effective, that plans, and compliance obligations are being delivered, and that the Company is financially viable.

Audit, Risk and Finance Committee

- Monitoring and assessing all internal controls and assurances to ensure that CHL is operating at appropriate levels of risk and in compliance with regulatory and code of governance expectations
- Setting and overseeing the efficient operation of the Risk Management Framework
- Monitoring the integrity of the CHL financial statements
- Oversee the internal and external audit functions.

Expectations of all committees

- To be provided with appropriate and timely training both in the form of induction for new members and on ongoing basis for all members,
- To ensure compliance with all relevant law.
- To give due consideration to the National Federation of Housing Code of Governance, Housing Ombudsman and Regulator of Social Housing standards,
- To have access to sufficient resources in order to carry out duties, including access to the Company Secretary for assistance if required, authorised to obtain, at the company's expense, external legal or other professional advice on any matters within its terms of reference
- To provide the Board with an annual report on the performance and effectiveness of the committee to ensure it is delivering in line with the Terms of Reference and as part of the internal control assurance process. The annual report will include any recommendations or changes the committee considers necessary.

[Insert Link to Code of Conduct](#)

[CHL Annual Report 2023 - 2024](#)

Timeline

The closing date for applications is Midday on Thursday 8th May. Selected candidates will be invited for in-person interviews on 21st and 22nd May 2025.



How to apply

If you are interested in this opportunity, we encourage confidential conversations with our recruitment partner, **Anna Jay, MD of Public Leaders Appointments** in advance of your application. You can contact Anna at: anna@publicleadersappointments.com and 07904 236348.



Your application should consist of a CV and covering letter – of no more than 3 sides of A4 each - outlining your motivations for applying (affinity for our mission etc.) and highlight how your skills, knowledge and experience meet the requirements for our new Non-Executive Directors.

Applications should be sent to anna@publicleadersappointments.com with reference 'CHL'.

Following consideration of applications and shortlisting, we will invite selected candidates to for interview.

Safe homes in strong communities for one and all

To find out more about Cornwall Housing visit:

www.cornwallhousing.org.uk 