

# CORNWALL HOUSING



**Independent Chair Recruitment**  
March 2026

## Introduction from our Chair

I am delighted you're considering applying to join the Board of Cornwall Housing Limited as our Independent Chair and hope you find the information included in this pack helpful in supporting your decision.

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

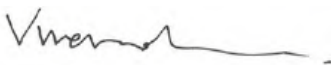
The world of social housing is complex and fast moving and CHL recognizes that there is a lot to do to ensure that it is delivering in line with the Consumer Standards and meeting local resident need. The organisation was under regulatory notice from 2021 to 2024 but has made huge changes in the way that it delivers services and interacts with local stakeholders. CHL understands the areas where it still falls short and has a comprehensive business plan in place to deliver changes across the 5 themes of; safe homes, knowing our residents, right culture, getting the basics right and working smarter. Much has already been done. New maintenance partnerships have been created, a new housing management team is in place, and the resident engagement approach leads to CHL receiving close to 3000 insights a year, all being used to drive changes in service delivery. But complaints remain high, service delivery is not consistent for all residents, and the improvement journey remains at the forefront of Board discussions and oversight.

The Board's relationship with the council is critical in this change approach and there are good working relationships in place that support effective discussions and planning. The council remains confident that the ALMO is the right way forward and that it can deliver with the latest Housing Revenue Account (HRA) business plan, identifying significant investment (circa £100m over 5 years) to tackle the underlying property condition issues inherent in CHL managed homes. This funding will allow CHL to tackle the underlying property condition issues that have emerged over the last 10 years and to drive non decency figures down to minimal levels over the next 3 years. The workload is high but so is the ambition and the capacity to deliver and the role of the CHL Chair will be critical in ensuring that the ambition is delivered on time and in a way that delivers real change for local residents.

Having served 5 years as an independent director and then leading the Board through this improvement journey as chair since 2024, I will be stepping down in September 2026, to make way for a new Chair. CHL is seeking an experienced Board director, with a strong background in leading improvements within a social housing environment to pick up the mantle and lead CHL through the next stage of its journey.

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

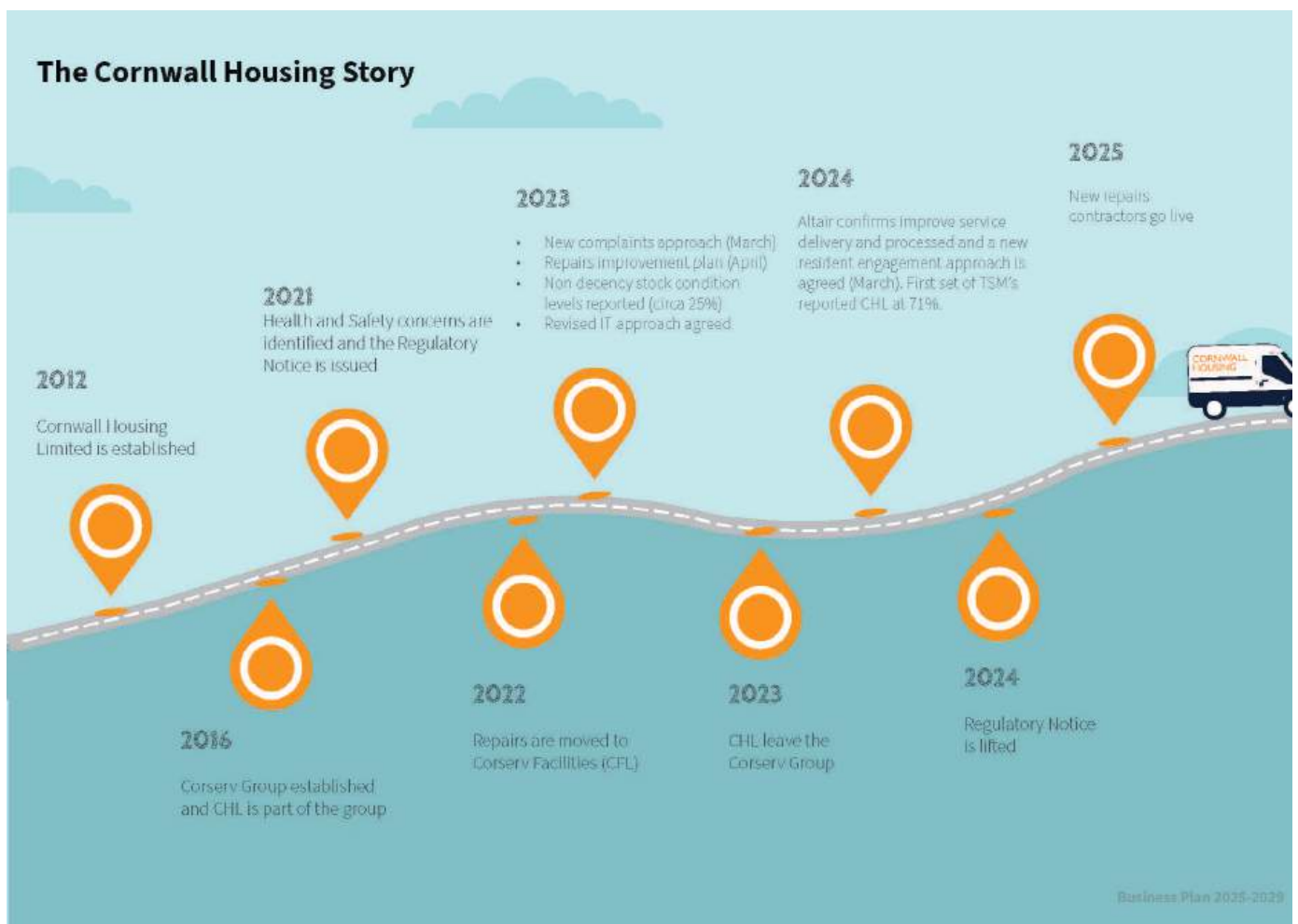
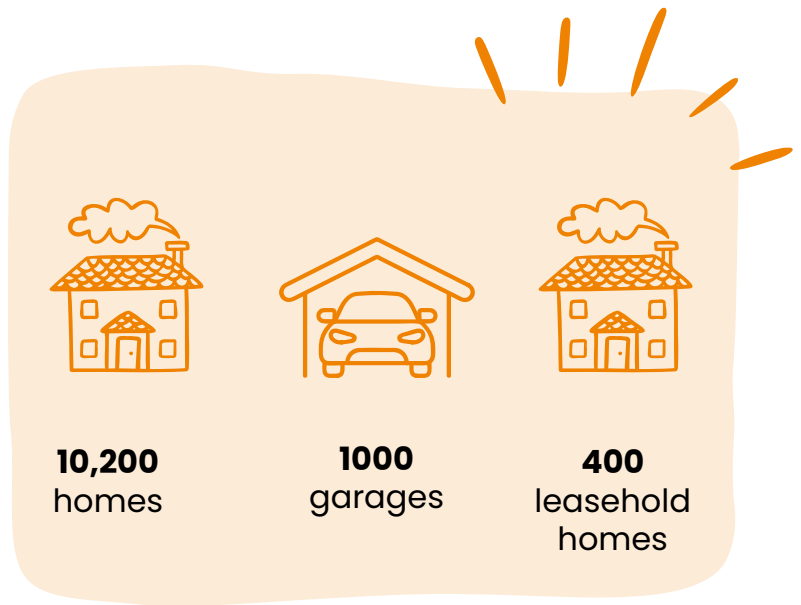


**Vivienne Horton**  
**Chair of the Board**



# About Cornwall Housing

On behalf of Cornwall Council, we manage and maintain approximately 10,200 Council homes, as well as approximately 400 leasehold homes, 1000 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 and funded from the Housing Revenue Account, with any surpluses retained within the Council and used to improve social housing locally.



## Our Vision

**“Safe homes in strong communities for one and all”**

**We aim to be:**



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



An ambitious, innovative and business focused 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 resident involvement



# Looking ahead

As we look ahead, 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 residents, 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.

Focused around 5 themes, CHL aims to deliver improvements in the following areas:



**Solid Basics**



**Safe Homes**



**Right Culture**



**Knowing Our Residents**



**Work Smarter**

And will deliver these outcomes over the next 4 years



Significant council investment that will improve the condition of our homes -£40m in addition to previous plans over the next 4 years



Investment in the repairs service, safety in homes and tackling damp and mould



Investment in reducing empty homes and supporting work around homelessness



Safer, warmer and more efficient homes



Long term savings through prevention and planned maintenance



Services shaped based on resident insights and requirements

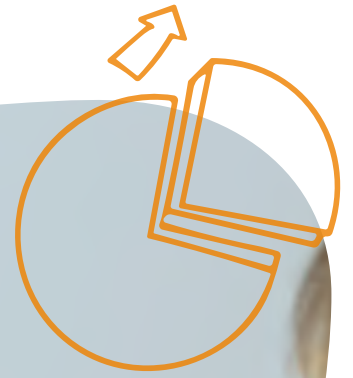


A new neighbourhood approach in line with council priorities



Better outcomes and better customer service for residents

## 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.



[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 and 1 associate director 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 two new Committees were formed – an Audit, Finance and Risk Committee and a People and Culture Committee.

We remain committed to ensuring we are fit for purpose and following the establishment of a new Council Homes Board by the Council, we are currently reviewing how the CHL Board operates within this new structure.

Further details of this will be available as it emerges.

## Directors’ remuneration and management costs

Remuneration payable to the highest paid director, relative to the size of the landlord £13.53

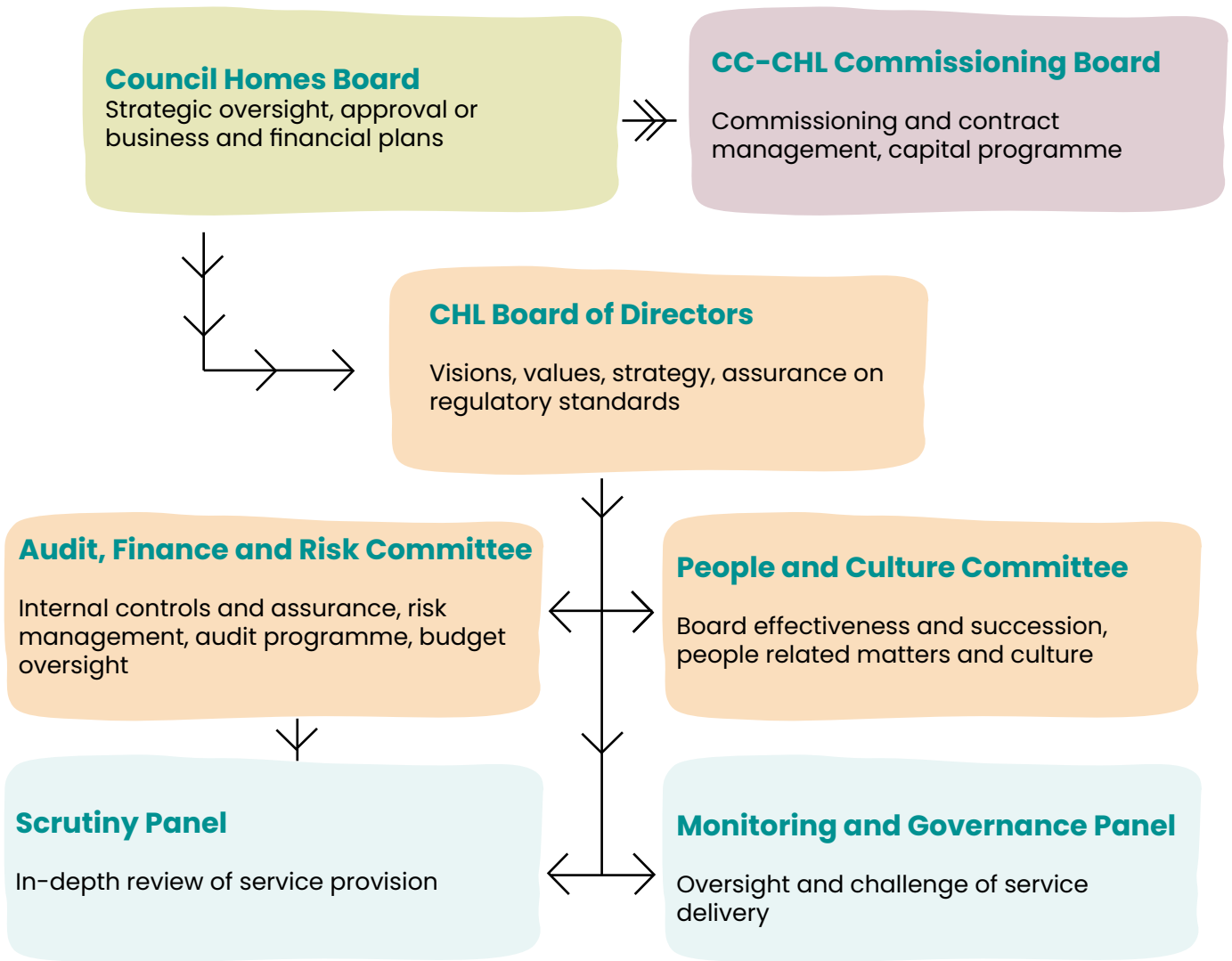
The aggregate amount of remuneration paid to directors, relative to the size of the landlord £44.56

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 for a new Independent Chair, who will join the Board in the summer of 2026.

As Chair, you will provide strategic and motivational leadership to the Board and support the Managing Director in delivering the aims of Cornwall Housing Limited. 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 ensures that NEDs provide an independent view of the company that is removed from day-to-day operations.

We are seeking an experienced Board Director with a strong background in leading improvement within a social housing environment and a clear understanding of the sector's current and future challenges. You will bring strong influencing skills, the confidence to provide constructive challenge and hold others to account, and prior experience as an executive or Non-Executive Director within social housing. A proven track record of supporting organisations through significant change is essential, alongside knowledge of housing legislation and regulation and experience of working collaboratively with local authorities and other strategic partners.

Most importantly is an affinity with and commitment to our Vision to provide safe homes in strong communities for one and all.

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 for the right candidate profile.

## Commitment

The Board meets on a quarterly basis, usually in April, July, October and January and also holds two strategic away days per year to allow time to focus on specific topics. The meetings are usually held at Chy Trevail in Bodmin and run from 10:30 to 13:30. There are also one or two strategic away days per year to allow time to focus on specific topics. The meeting schedule is currently under review by the board, so this may change over the next few months. The successful candidate should expect to commit to up 4 days per month to meet expectations of the role.

Committees meet 3 or 4 times a year and we ask all Board Directors to sit on one of the Committees. In your role as Chair, you will not be required to join a Committee but will hold a keen interest in the discussions taking place by them.

The Chair and MD sit on the Council Homes Board alongside Cornwall Council's CEO, Cabinet Member for Housing and the deputy Leader of the Council. This board meets quarterly. The Chair will also be expected to build strong relationships with key stakeholders at the council outside of these formal meetings.

## Remuneration

Our Independent Chair is paid an annual salary of £15,000 via payroll. Reasonable travel expenses will also be reimbursed.

## Role Profile – Board Director

**Role Title:** Chair of the Board

**Team:** Cornwall Housing Limited Board of Directors

**Rate of Pay:** £15,000 p.a.

**Report to:** Council Shareholder

**Time Commitment:** Approx. 4 days per month



### Purpose of the role:

- Provide strategic and motivational leadership to the Board and support the Managing Director in delivering the mission and aims of Cornwall Housing Limited (CHL).
- Ensure that the Board delivers its key strategic role and provides effective governance of the organisation, ensuring its long-term success.
- Support the Board and the council in the delivery of the long-term service improvement requirements of CHL and ensure that all legal regulatory and compliance tests are fully met
- Lead and manage the Board through the facilitation of debate, ensuring effective communication with Directors both individually and collectively.
- Recognise that each and every Board director is there for a reason, and has knowledge, expertise and experience to give.
- Be a public face of the organisation, assisting in developing and upholding the mission and aims of CHL and the council.
- Work in an advisory capacity to the Council on all matters related to services provided through the council's HRA.
- Develop and maintain effective and collaborative working relationships between Board Committees and the Senior Independent Director (SID) role to support overall Board effectiveness.
- Set clear expectations around organisational culture and ensure that agreed behaviours are reflected in the work of the Board and its Committees.

### Strategic Objectives:

- Ensure that the Board sets, and actively drives the company's vision, mission and standards and that its obligations to its stakeholders are understood and met.
- Promote good governance and ensure compliance with CHL's governance arrangements.
- Establish and maintain an effective working relationship between the board and the management team, based on openness and mutual respect.
- Work in partnership with, and be accountable to, residents.
- Ensure that the Board and CHL maximise the quality of service to residents, leaseholders and service users, and work closely with residents in scrutinising performance and improving services.
- Provide oversight and assurance to the Council on the key matters contained within legislation and regulatory standards.
- Provide oversight to the operational delivery of the housing landlord service for Cornwall Council, ensuring that it delivers against the Council's strategic objectives for this area.
- Uphold the values and objectives of the Council including those for equality and diversity and resident engagement and contribute to their review and development.
- Ensure that key risks are identified and mitigated to the fullest extent possible.

## **Working with the Managing Director of CHL:**

- Develop a constructive and effective working relationship with, provide support to and act as a critical friend for the Managing Director of CHL.
- Ensure that the Board acts in partnership with the Executive Leadership Team.
- Lead the appraisal of the performance of the Managing Director and ensure that the People and Culture Committee makes proper arrangements to recommend remuneration levels of the Managing Director and other Executive staff to the Board.
- Ensure the Managing Director develops positive and constructive relationships with CHL's stakeholders.

## **Promoting Cornwall Housing:**

- Develop and promote a positive relationship with Cornwall Council.
- Be an ambassador for CHL, promoting its interests and helping build its public image in consultation with the Managing Director.
- Represent CHL at public occasions, on outside bodies and with key stakeholders.
- As required, attend consultation meetings with tenants, leaseholders and residents.

## **Board Development:**

- Consider what the business needs from non-executive skills and take an active role in Board renewal, recruitment and succession planning.
- Ensure that on appointment Board members receive a comprehensive, formal and tailored induction and that resources are available for on-going training and development for Board members, collectively and individually.
- Ensure the annual evaluation of the performance of individual Board members – including the Chair – and of the Board collectively and that action is taken on the results of the evaluation to build an effective Board.
- Promote Board member connection, planning and team building with events and engagement outside the meeting cycle.
- Establish a constructive working relationship with the Senior Independent Director.



# Person Specification

ATTRIBUTES	CRITERIA
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Relevant professional qualification.</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• A strong, visible leader with credibility and enthusiasm.</li> <li>• Ability and vision to lead and represent the CHL, giving a clear sense of strategic direction, a clear appreciation of the respective roles of the Chair and Managing Director and the need to create and sustain strong partnerships.</li> <li>• Shows energy and has confidence in a public setting.</li> <li>• Experience of operating at a senior strategic level in an organisation going through significant change</li> <li>• Ability to hold the Board and Executive Team to account for delivery of the Business Plan and strategic priorities</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Ability to present arguments with knowledge and understanding of the wider strategic context.</li> <li>• Willingness to represent and promote CHL and to communicate effectively to ensure aims and objectives are achieved.</li> <li>• Good listening skills and the ability to encourage all participants to contribute and reach consensus.</li> </ul>
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• A genuine interest and commitment to the provision of social housing services and the building of communities.</li> <li>• A high degree of integrity.</li> <li>• A commitment to diversity and resident engagement policies.</li> </ul>
<b>Working with stakeholders</b>	<ul style="list-style-type: none"> <li>• Works well in a team, with a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and its partners.</li> <li>• An ability to operate effectively at all levels, including working with diverse local communities.</li> <li>• Committed to developing positive relationships that generate confidence and respect.</li> </ul>
<b>Knowledge of the sector</b>	<ul style="list-style-type: none"> <li>• A good understanding of the social housing sector and the current and future challenges it faces.</li> </ul>
<b>Equality, diversity &amp; inclusion</b>	<ul style="list-style-type: none"> <li>• A strong awareness of equality, diversity and inclusion issues.</li> <li>• An understanding that successful organisations have a culture that value everyone and embrace similarities and differences, embracing diversity of backgrounds and perspective to deliver outcomes for CHL customers.</li> </ul>

# 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 SLT.
- 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

## Delegations to Committees

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

### **People and Culture Committee**

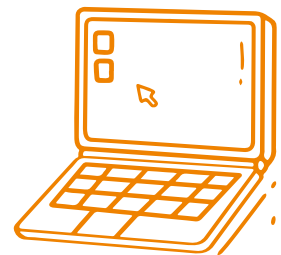
- Supporting the Board in relation to CHL's, governance matters and succession planning.
- Having oversight of the Group's employee related matters, including terms and conditions of employment, health and safety and welfare of staff, remuneration and People Values
- Reviewing and setting the Managing 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



[You can read our Annual Report here.](#)





## Timeline

The closing date for applications is midday on 1 May 2026.

Selected candidates will be invited for in person interviews in June 2026.

## 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](mailto: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 Chair. Applications should be sent to [applications@publicleadersappointments.com](mailto:applications@publicleadersappointments.com) with reference 'CHL Chair'.

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



**To find out more about  
Cornwall Housing visit:**



[www.cornwallhousing.org.uk](http://www.cornwallhousing.org.uk)

