



Coastline

Recruitment pack

Coastline Housing
Non-Executive Director



A welcome letter from our Chair

Dear Applicant,

Coastline Housing – Non- Executive Director

We are delighted that you are interested in joining Coastline Housing. We are seeking to recruit two to three Non-Executive Directors (NEDs) as part of our Board renewal process when current members complete their maximum term of office.

We employ a great team of over 300 people and we are governed by a Board of up to ten Non-executive Directors supported by co-opted members with specialist experience.

Our vision, values and objectives are all aligned to ensure we provide high levels of customer service, operate efficiently and have a strong financial and service delivery platform. However, we also recognise the challenges that our companies and customers face now, and over the coming years. We are determined to make the most of these challenges and opportunities through innovation and continuous improvement.

We are looking for applicants that will be able to contribute to the strong governance of the Coastline Group. It will be particularly helpful if applicants can offer a background in areas such as ICT, technology, data or systems, property management, maintenance, building technology and the 'lived experience of social housing'. However, if you feel you could add value to our Board please do apply.

We hope that all applicants will share our passion for social justice, and recognise the importance of operating with strong financial and commercial acumen.

You do not need to have a detailed understanding of our work, but you will be able to demonstrate that you understand some of the challenges that our customers, and the communities in which they live, face.

It will be a great advantage if you share a passion for and either live or work in Cornwall.

If you would like to play a key role in shaping the future of the Coastline Group, we would welcome your application.

We have included headline information about Coastline in this pack and there is a wealth of information on our website. I hope you find all the documentation both helpful and stimulating and that you are encouraged to apply.

Best wishes and good luck with your application.

Yours faithfully,

Mark Duddridge
Chair

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About Coastline Group

Who we are

Coastline Housing is a charitable housing association. We own and manage almost 5,000 homes across Cornwall and provide services to many more people, employing a team of around 300 people.

We exist to provide housing for those in need, to help improve the neighbourhoods that people live in, and to provide services that improve the quality of our customers' lives. Customer service is central to our values, and our satisfaction levels are in the top quartile nationally for housing associations. Please see our **2019-20 Annual Report to Customers** to understand more about our achievements.

We aim to make a financial surplus to support our mission and vision. All of our surpluses are re-invested into our charitable work, and over the last five years we have improved our financial efficiency, which is now among the best in the sector. Please see our **2019-20 Annual Accounts** for more information.

The Coastline Group also has a number of wholly owned subsidiaries, including Coastline Services Limited, Coastline Design and Build Limited and Coastline Homes Limited.

Coastline Services is a property and grounds maintenance company providing services to a number of public and private sector clients across Cornwall. It has a turnover in excess of £4.2 million and employs over 85 people.

Since its incorporation on 3 June 2015 **Coastline Design and Build** has provided design and build, and management services to Coastline Housing on new housing schemes.

Coastline Homes Limited was established for the development and sale of open market housing. Our first homes near Truro have just come onto the market and further schemes are well advanced representing a challenging and exciting opportunity.

Our Mission

We have a clear and concise statement of our purpose and what we stand for:

Great homes, great services, great people.

Our Values

To complement our mission, we have a set of values, which underpin everything we do, from how we work with customers and each other on a day to day basis, to how we make long term strategic decisions:

- Put our customers first
- Be open, honest and accountable
- Strive to be the best
- Value each other.

Our Plan

We have recently come to the end of our **2017-21 Corporate Plan**, and we can reflect on some significant achievements.

- We have delivered a new home for our homeless service, creating a place Cornwall can be proud of to help solve a problem the country should be ashamed of.
- We have continued to provide high quality services at our Extra Care home in Redruth, achieving CQC 'Good' ratings across the board.
- We invested £46 million in our homes to keep them in good repair and fit for the future, and have expanded our repairs team to make sure we do as much as possible of this ourselves - providing better, more cost effective services to customers.
- We have invested in our neighbourhoods and life chances for the people that live in them, helping 500 people into work and training.
- We have invested in colleagues, improving the working environment, providing new tools, equipment and vehicles, increasing our investment in training, health and wellbeing, and we are now an accredited Living Wage Foundation employer.
- We will have built nearly 1,500 new affordable homes for people in Cornwall, in the process creating more than 1,000 jobs and adding over £50 million to the Cornish economy.
- We have achieved national recognition, being one of Inside Housing's Top 10 fastest growing housing associations for four years in a row, consistently placing in the top 30 of 24 Housing's 'Top 50 Social Landlords', and having been selected by the National Housing Federation to be one of ten 'trailblazers' on its 'Together with Tenants' initiative.

We have agreed a new strategic plan for 2021-25 developed following great engagement with our colleagues and customers. It has been already been launched with colleagues, and will be launching it with customers in the summer, and external stakeholders in the autumn. The new Coastline Plan 2021-25 is called 'Great Futures' and is a positive, ambitious strategy for the next four years, setting out our high level aspirations against our mission statement of 'Great Homes, Great Services and Great People':

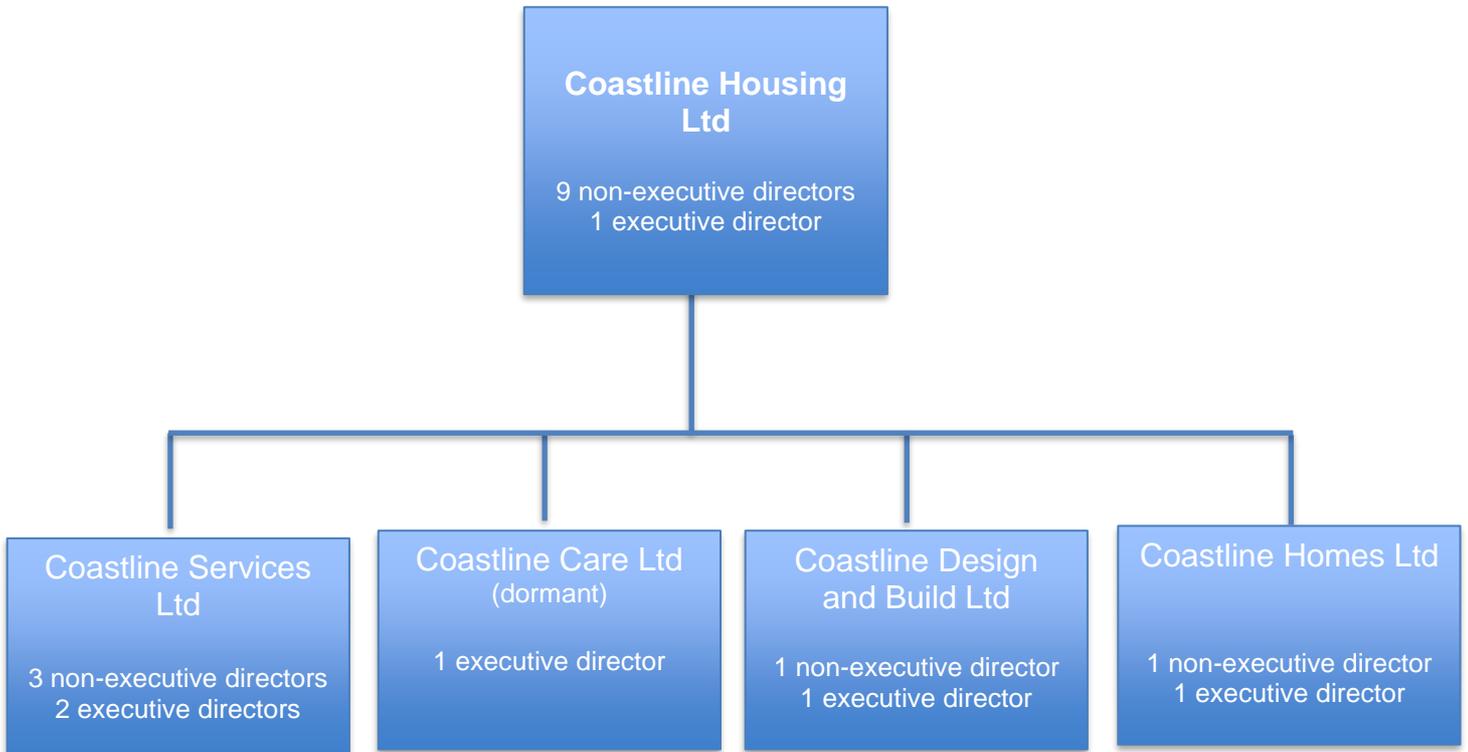
Under **Great Homes** our aims are to provide a range of housing options to meet people's different needs, to invest in new affordable homes, to invest in places and communities, and to play a leading role in delivering Cornwall's climate change action plan.

Under **Great Services** our aims are to listen to our customers and 'do the right thing', to earn and maintain trust, to provide helpful, joined-up services that are easy for all of our customers, and to continue to learn and improve.

Under **Great People** our aims are to support the people that live in our homes and communities, to work collaboratively to maximise our resources, and to build on our positive culture and values, so that Coastline can be a great place to work and volunteer.

But we recognise that our ambition has to be balanced with a sense of care and stewardship. This is why our plans are underpinned by what we call 'Great Foundations', the need to have strong governance, strong sustainable finances, and a strong set of shared values.

Our governance structure



The Coastline Housing Group Board is supported by the following three Committees / Forums:

- Audit, Risk and Assurance;
- Customer Experience; and
- Property and Investment.

Role profile – Non-Executive Director

ROLE PROFILE

POSITION	Non-Executive Director		
TEAM	Non-Executive Directors	LOCATION	Coastline House
VERSION		LAST UPDATED	March 2020

PURPOSE OF ROLE	To make an active contribution to the role of the Board in developing and overseeing the strategic direction and governance of the Group.
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KEY ACCOUNTABILITIES

1. Develop and drive the delivery of the Group’s Corporate Plan.
2. Define and ensure compliance with the values, ethos and ethics of the Group.
3. Establish a framework for approving policies and plans to achieve strategic objectives, especially those with significant financial or risk management implications.
4. Scrutinise and approve each year’s financial accounts prior to publication and acceptance, and review each year’s budget and business plan.
5. Establish and oversee a framework of delegation and systems of internal control.
6. Develop and maintain a positive approach to risk management.
7. Monitor the Group’s performance in relation to plans, budgets, controls and decisions and also in the light of customer feedback and the performance of comparable companies.
8. Appoint (and, if necessary, dismiss) the Chief Executive Officer and approve his/her salary, benefits and terms of employment, as well as setting his/her targets and monitoring performance against them.
9. Ensure that the Group’s affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
10. Continuously improve the quality of the Group’s governance arrangements and ensure that they are benchmarked against prevailing good practice, including the National Housing Federation’s Code of Governance.
11. Follow the Group’s constitution in appointing (and, if necessary, removing) the Chair of the Board.
12. Keep abreast of developments in social and affordable housing and related matters.
13. Ensure the confidentiality of sensitive or personal information made available to the Board.

14. Uphold the Group's Equality and Diversity agenda and ensure that prejudice is not tolerated.
15. Attend events and, where appropriate, represent the Group on a formal and informal basis.
16. If appointed as Chair of one of the Board's Committees, ensure that the Committee abides by its Terms of Reference, achieves its objectives and appropriately communicates its work to the Board.

GENERAL OBLIGATIONS (THIS IS STANDARD FOR ALL ROLES)

1. Represent the Group positively with all external agencies, notably the Regulator.
2. Service and support the Group as requested.
3. Establish, develop and maintain effective working relationships with all colleagues across the Group.
4. Ensure compliance with the Group's Health and Safety and Safeguarding policies and procedures.
5. Continually promote Coastline Values.
6. Continually promote equal opportunities and customer care in full compliance with the Group's policy and standards.
7. Uphold the sector's good reputation for honesty and propriety.

REPORTING

- Reports to the Board and the Chair of Coastline Housing Group Board.

CONTACTS

Internal

- Board members, all staff and the Senior Leadership and Executive Team.

External

- Regulators, funders.
- Customers, councillors, contractors.
- External agencies, suppliers.

Recruitment timetable

Non-Executive Director

Application closing date	Wednesday, 8 th September 2021
Interview dates	Interviews will be held over September and October with a view to securing 2-3 appointments to commence from December 2021 to March 2022.

Each selection process will include the opportunity to meet a range of people from Coastline including Board members, Executive Team, Senior Managers and Customer representatives.

The candidate/s selected by the Recruitment Panel will be recommended to the Board of Coastline Housing. Subject to Board approval the candidate/s will be recommended for Board approval at the next meeting of the Board.

The roles are appropriately remunerated and are benchmarked against other similar organisations.

Meeting dates for 2021

Board meetings are generally on Thursdays.

Key terms and conditions
(For information purposes only)

Appointment	<p>The initial term of office is for a three year appointment.</p> <p>A subsequent term may be made at the expiration of the first. Generally, the continuous period of service will not exceed six years, although, on an exceptional basis, the Board may decide to make annual reappointments for up to a further three years.</p>
Probation	<p>A period of six months' probation will apply.</p>
Personal development	<p>To enable the proper fulfillment of the post we encourage and provide opportunities for post holders to develop and expand their knowledge and skills.</p> <p>Post holders are expected to demonstrate a commitment to continuous personal development.</p>
Fees	<p>Non-Executive Director £5,000p.a.</p> <p>All fees quoted are per annum and are currently under review.</p> <p>Board and Committee fees are paid in 12 equal monthly payments and credited to the post holder's bank account.</p> <p>In addition, Board and Committee members may claim reasonable out of pocket expenses, as outlined in the section below.</p>
Travel	<p>Travel costs to and from our offices are non-reimbursable (to meet current HMRC rules), but reasonable expenses will be paid for travel to training courses and conferences approved by us in advance.</p> <p>Board and Committee members may claim car mileage at the prevailing HMRC rate.</p> <p>We will meet claims for car parking fees if free parking is not available when attending external events on our behalf.</p>

Further information and how to apply

To arrange a confidential discussion about the role, in the first instance please contact Sue Manning, Forest HR, sue@forestr.co.uk.

How to apply

You are asked to provide the following:

- i. A letter containing your supporting statement (no more than two A4 pages) setting out why you feel you are the best person for the role recognising the Role Profile. Please say which of the three role(s) you are applying for;
- ii. A CV including details of positions held (and dates), leadership and professional experience including size of budgets and scale of teams managed, key achievements as well as qualifications;
- iii. Contact details (name, job title, organisation, phone and email) for two referees. References will only be taken up for the successful appointees,
- iv. A completed diversity monitoring form (attached). Please note, this is for monitoring purposes only and will not be seen or used by Coastline.

Please either e-mail talent@forestr.co.uk or send a hard copy to Sue Manning, Director of Forest HR, The Bothy, Abbotswell Road, Frogham, Fordingbridge, Hampshire, SP6 2JB.

All applications will be acknowledged.