



# Coastline

**Coastline Housing**  
Board & Committee Opportunities

Recruitment pack  
January 2026



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## Welcome from our Group Chair

Dear Applicant,

### Coastline Housing – Board and Committee opportunities

We are delighted that you are interested in joining Coastline Housing. We are seeking to recruit to the following posts:

- Non-Executive Directors (NED)
- Independent Committee Members (ICM)

Coastline Housing Ltd is an independent, not for profit housing association owning and managing more than 5,000 homes, including homes for rent and shared ownership homes. Through our Extra Care scheme in Redruth housing older people, and our purpose-built facility for Coastline's Homeless Service in Pool for anyone experiencing homelessness, we support some of the most vulnerable people in Cornwall.

But Coastline is much more than just a landlord. Our footprint extends beyond homes and into local communities. We have a role to play in tackling stigma, deprivation and enabling life-enhancing opportunities for customers, ultimately improving quality of life, health and wellbeing.

Our vision, values and objectives are aligned to ensure we provide high levels of customer service, operate efficiently and have a strong financial and service delivery platform.

To strengthen our board and committees we are particularly looking for up to two NEDs offering leadership experience and backgrounds in one or more the following key areas:

- Development of new housing (priority)
- Finance and treasury management (priority)
- IT strategy development and digital/IT automation
- Planning law
- Risk management

We are also interested to hear from people who could bring specific skills and experience as an ICM or co-opted NED<sup>1</sup> in relation to the above areas or the following specific domains:

- Lived experience of social housing (that is, someone who may themselves have lived or are living in social housing)
- Cyber security

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<sup>1</sup> Co-opted NEDs are voting members of the Board and are appointed for a period of up to one-year.

- Environmental sustainability

The successful applicants will bring enthusiasm to join an organisation where they can make a positive contribution to the people and the communities we serve.

We expect that our new appointees 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 key advantage if you share a passion for Cornwall and although you may not live or work in Cornwall it would be helpful if you have fairly easy access to ensure you can work effectively with the organisation and take part in meetings and occasional onsite activities. Board and Committee meetings are generally held in person although hybrid options are also available where necessary.

Coastline values diversity and proactively seeks to ensure diversity within the Board and Committees to support good governance.

So, if you would like to play a key role in shaping the future of the Coastline, 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,

Francesca Rhodes

**Group Chair**

## About Coastline Housing

### Our Ambition

Our vision is to end the housing crisis in Cornwall, and it will remain our ambition until there are enough good quality, affordable homes in Cornwall to meet people's needs and aspirations.

We do not think that we, on our own, can solve Cornwall's housing crisis. But we think it is right to say that is our aim. We believe it will inspire us, and others, to start taking the right steps, in the right direction.

### 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 [Coastline Plan 2025-2030](#)

Coastline's new Plan 2025–2030 sets out our ambition to end the housing crisis in Cornwall. We will invest in the quality and safety of homes, expand affordable housing supply, and ensure our services are responsive, inclusive, and digitally enabled. Our work is underpinned by strong governance, financial sustainability, and a commitment to diversity and inclusion.

We have four strategic themes:

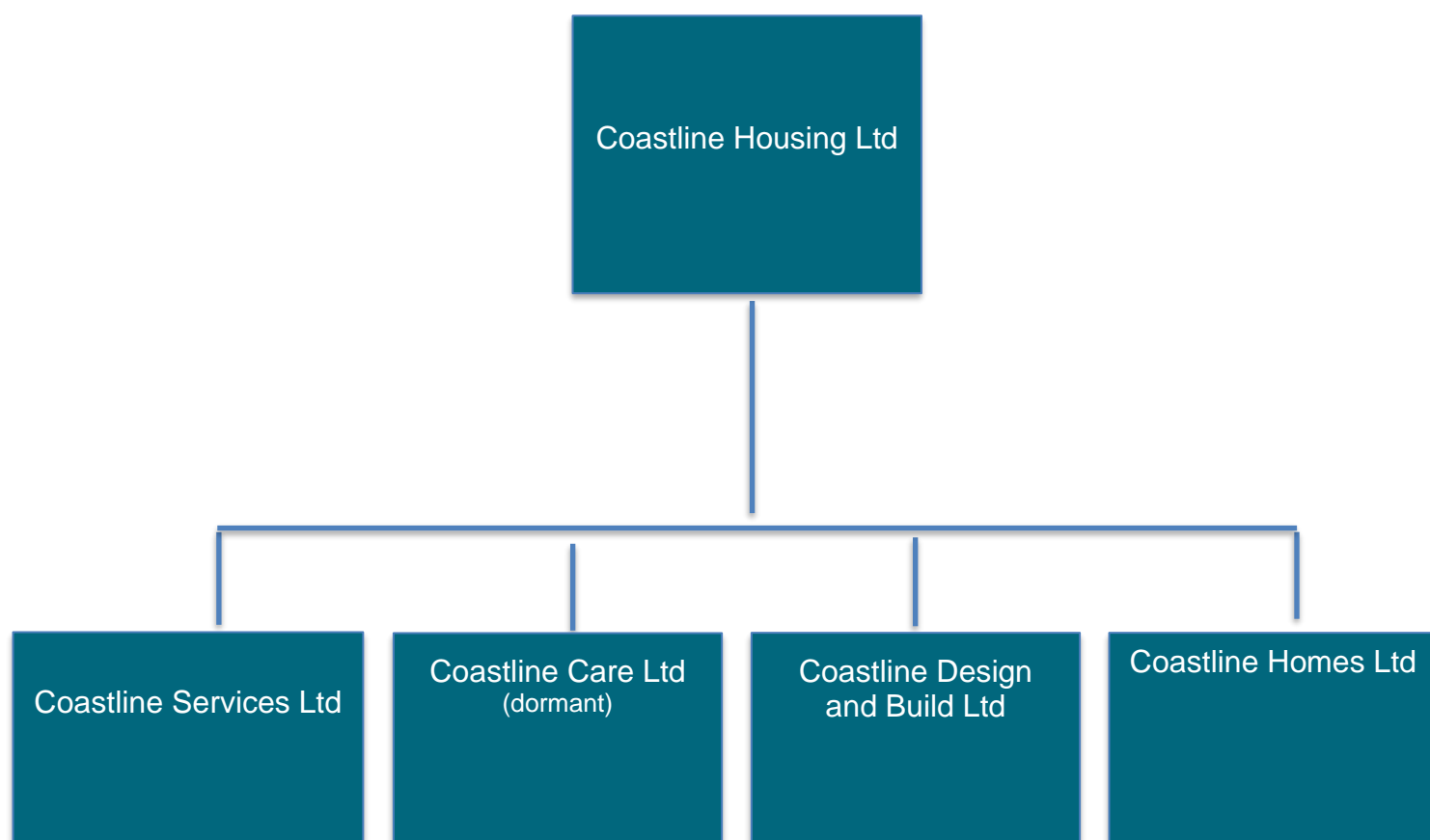
- **Great Homes:** Safe, warm, affordable, and sustainable homes.
- **Great Services:** Customer-centric, digitally enabled, and continuously improving.
- **Great People:** Employer of choice, investing in skills, wellbeing, and diversity.
- **Great Foundations:** Strong governance, financial resilience, and risk management.

### Who we are

Coastline Housing is a charitable housing association. We own and manage more than 5,000 homes across Cornwall and provide services to many more people, employing a team of around 350 people.

Please see our latest annual reports available at [Our publications - Coastline Housing](#) to read more about our achievements and to understand more about our financial performance.

## Our Group governance structure



We operate a Group Common Board governance model, whereby the Board membership is the same for each of the companies in the Group and there is one Board meeting for all companies.

The Coastline Housing Group Board is supported by the following four Committees:

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

Our Articles of Association allow for a Board of up to ten (nine NEDs and one executive director) plus up to two co-opted NEDs. Our recruitment is aiming to assist us to both fill a planned NED vacancy from August 2025 and contribute to NED and ICM succession planning.



## Role profile – Board Member

### Role Profile – The What, The Where, The How

|                 |                               |                     |                |
|-----------------|-------------------------------|---------------------|----------------|
| <b>POSITION</b> | <b>Non-Executive Director</b> | <b>GRADE</b>        | Not applicable |
| <b>TEAM</b>     | Non-Executive Directors       | <b>LOCATION</b>     | Not applicable |
| <b>VERSION</b>  | v.3                           | <b>LAST UPDATED</b> | December 2025  |

#### THE PURPOSE OF THIS ROLE IS TO

To contribute independent oversight, constructive challenge, and expertise to the Board, supporting the effective governance and strategic direction of Coastline Housing Group.

### Specific Accountabilities – The Brass Tacks

1. Provide independent judgement and constructive challenge to the Board's decision-making, ensuring the interests of customers, stakeholders, and the organisation are upheld.
2. Uphold Coastline's Values, ensuring the voice of the customer is at the heart of Coastline's work.
3. Uphold the highest standards of integrity, probity, and governance, acting in accordance with the National Housing Federation (NHF) Code of Governance, Articles of Association, and Coastline's policies.
4. Uphold the Group's equality, inclusivity and diversity agenda and ensure that prejudice is not tolerated.
5. Demonstrate a commitment to high standards of safety, health and environmental performance, where the belief that all accidents are preventable prevails and a commitment to continuous improvement of environmental performance exists.
6. Seek assurance to ensure that Coastline's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
7. Contribute to the development and oversight of the Coastline Plan and the strategies that support it, including setting and monitoring annual 'balanced scorecard' targets, and contributing to active consideration of strategic and operational risk.
8. Continuously improve the quality of Coastline's governance arrangements and ensure they are benchmarked against prevailing good practice, including the chosen Code of Governance (currently the National Housing Federation's Code of Governance).
9. Scrutinise the Group's financial performance and projections to seek assurance on value for money and financial viability
10. Keep abreast of developments in social and affordable housing and related matters, and participate in induction, training, and ongoing development, and engage in annual appraisal processes.
11. Ensure the confidentiality of sensitive or personal information made available to the Board and declare any conflicts of interest.

12. Prepare for and attend Board and relevant Committee meetings, actively participating in discussions and decision-making.
13. Attend events and, where appropriate, represent the Coastline Board on a formal and informal basis.
14. 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.

## Person Specification – The Who

### PERSONAL SKILLS AND QUALITIES

- High standards of personal integrity and ethical conduct.
- Ability to provide independent oversight and constructive challenge.
- Strong communication and interpersonal skills.
- Commitment to Coastline's values, diversity and social purpose.
- Ability to accept collective responsibility.
- Able to respect confidentiality.
- Ability to study reports and prepare for meetings.
- Ability to demonstrate strategic vision and to think creatively.
- Knowledge or interest of the social housing sector and its current challenges.
- Willingness to allocate appropriate time and energy to the role.
- Desirable that you either live or work in the South West.

## General Obligations – For All of Us

1. Represent Coastline positively with all external agencies.
2. Service and support Coastline as requested.
3. Establish, develop and maintain effective working relationships with all work colleagues.
4. Ensure compliance with Coastline's Safety, Health, and Environmental policy and procedures.
5. Continually uphold and promote the Coastline Values.
6. Uphold the sector's reputation for good governance and social purpose.

## Reporting

- Reports to the Board and the Board Chair.



## Contacts

### **Internal**

- Board Members
- Executive Team
- Governance and Customer Feedback Team
- All staff and the Senior Leadership Team

### **External**

- Customers
- County politicians and executives
- External agencies, suppliers and strategic partners

## Role profile – Independent Committee Member

### Role Profile – The What, The Where, The How

|                 |                                     |                     |                |
|-----------------|-------------------------------------|---------------------|----------------|
| <b>POSITION</b> | <b>Independent Committee Member</b> | <b>GRADE</b>        | Not applicable |
| <b>TEAM</b>     | Non-Executive Directors             | <b>LOCATION</b>     | Not applicable |
| <b>VERSION</b>  | v.5                                 | <b>LAST UPDATED</b> | December 2025  |

#### THE PURPOSE OF THIS ROLE IS TO

To provide independent expertise, constructive challenge, and an external perspective to the work of the committee, supporting effective governance and decision-making within the committee's remit.

### Specific Accountabilities – The Brass Tacks

These accountabilities apply in the context of the Terms of Reference of the Committee to which the role has been appointed. For clarity, Independent Committee Members are not members of the Board.

1. Provide independent oversight and constructive challenge to the committee's discussions and decisions, drawing on relevant expertise and experience.
2. Contribute to the committee's work in line with its Terms of Reference, supporting effective scrutiny and assurance.
3. Uphold Coastline Values, ensuring the voice of the customer is at the heart of Coastline's work.
4. Uphold the Group's equality, inclusivity and diversity agenda and ensure that prejudice is not tolerated.
5. Prepare for and attend committee meetings, actively participating in discussions.
6. Demonstrate a commitment to high standards of safety, health and environmental performance, where the belief that all accidents are preventable prevails and a commitment to continuous improvement of environmental performance exists.
7. Seek assurance that Coastline's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
8. Contribute to developing and monitoring the delivery of the Coastline Plan and its supporting strategies.
9. Contribute to the continuous improvement of the quality of Coastline's governance arrangements.
10. Keep abreast of developments in social and affordable housing and related matters and undertake relevant training and development.
11. Maintain confidentiality of information received in the course of committee work and declare any conflicts of interests.

**12.** Attend events and, where appropriate, represent Coastline on a formal and informal basis.

### Person Specification – The Who

#### PERSONAL SKILLS AND QUALITIES

- High standards of personal integrity and ethical conduct.
- Ability to provide independent oversight and constructive challenge.
- Relevant expertise aligned to the committee's remit (e.g., audit, risk, customer experience, people, property).
- Strong communication and interpersonal skills.
- Commitment to Coastline's values and social purpose.
- Ability to accept collective responsibility.
- Able to respect confidentiality.
- Ability to study reports and prepare for meetings.
- Ability to demonstrate strategic vision and to think creatively.
- Knowledge or interest of the social housing sector and its current challenges.
- Willingness to allocate appropriate time and energy to the role.
- Desirable that you either live or work in the South West.

### General Obligations – For All of Us

1. Represent Coastline positively with all external agencies.
2. Service and support Coastline as requested.
3. Establish, develop and maintain effective working relationships with all work colleagues.
4. Ensure compliance with Coastline's Safety, Health, and Environmental policy and procedures.
5. Continually uphold and promote the Coastline Values.
6. Uphold the sector's reputation for good governance and social purpose.

### Reporting

- Reports to the Chair of the Committee to which the appointment relates and to the Board as a whole.

## Key terms and conditions

(For information purposes only)

|                             |   |
|-----------------------------|---|
| <b>Appointment</b>          | <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>   |
| <b>Probation</b>            | <p>A period of six months' probation will apply.</p>  |
| <b>Personal development</b> | <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>  |
| <b>Personal development</b> | <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>  |
| <b>Fees</b>                 | <p>Board Member £5,753 p.a. (subject to periodic benchmarking review).</p> <p>Independent Committee Member £3,605 p.a. (subject to periodic benchmarking 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> <p>The role is appropriately remunerated and is independently benchmarked against other similar organisations.</p> |
| <b>Travel</b>               | <p>Travel costs to and from our offices are reimbursable, subject to HMRC rules. 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>  |

## Recruitment timetable

|                                 |                                    |
|---------------------------------|------------------------------------|
| <b>Application closing date</b> | Tuesday, 10 February 2026, 12 noon |
| <b>Interviews</b>               | Monday, 9 March 2026               |

### Board meeting dates for 2025/26 and 2026/27

|                      |  |
|----------------------|--|
| <b>Group Board</b>   | 12 Feb 2026<br>26 March 2026<br>21 May 2026 incl Stock Tour<br>30 July 2026,<br>24 Sept 2026 incl AGM<br>26 Nov 2026<br>11 Feb 2027<br>25 March 2027 |
| <b>Strategy days</b> | 17 June 2026<br>5 Nov 2026   |

### Committee meeting dates for 2025/26 and 2026/27

|                                  |   |
|----------------------------------|---|
| <b>Audit, Risk and Assurance</b> | 7 May 2026<br>16 July 2026<br>12 Nov 2026<br>28 Jan 2027            |
| <b>Customer Experience</b>       | 2 Feb 2026<br>27 Apr 2026<br>6 Jul 2026<br>2 Nov 2026<br>1 Feb 2027 |
| <b>People</b>                    | 11 Mar 2026<br>10 Sept 2026<br>11 Mar 2027                          |
| <b>Property and Investment</b>   | 6 May 2026<br>14 Jul 2026<br>10 Nov 2026<br>27 Jan 2027             |



## 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@foresth.co.uk](mailto:sue@foresth.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;
- ii. An up to date CV, including details of positions held (and dates), leadership, non-executive and professional experience, key achievements as well as qualifications;
- iii. Please note that Coastline wishes to ensure the recruitment process is as inclusive as possible. So, if you would be more comfortable submitting your application in an alternative format to a written supporting statement and CV then you are very welcome to contact Sue Manning to discuss what you have in mind as a suitable alternative.
- iv. Contact details (name, job title, organisation, phone and email) for two referees. References will only be taken up for the successful appointees;
- v. A completed diversity monitoring form, is attached. Please note, this is for monitoring purposes only and will not be seen or used by Coastline as part of this recruitment or selection process.

Please either e-mail [talent@foresth.co.uk](mailto:talent@foresth.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.