



Coastline

Recruitment pack

Coastline Housing
Group Chair of the Board



A welcome letter from our Deputy Chair

Dear Applicant,

Coastline Housing – Group Chair of the Board opportunity

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

- Group Chair of the Board

Coastline Housing Ltd (CHL) is an independent, not for profit housing association owning and managing almost 5,000 homes for individuals and families across Cornwall. Also part of the Coastline Group are the following wholly-owned subsidiaries;

- Coastline Services Limited (CSL), a building maintenance and grounds contractor;
- Coastline Design & Build Limited (CDB), a design and build contractor providing management services to CHL; and
- Coastline Homes Limited (CHM), a design, construction and residential housing contractor set up for the development and sale of open market housing.

Together our companies form Coastline Housing Group ('the Coastline Group' or 'the Group') which employs a great team of over 300 people. 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 someone offering the experience to Chair our Board and to develop and oversee the strategic direction and strong governance of the Coastline Group. The successful applicant will also be inspiring, motivating and empowering in leading our Board and Executives. We hope that a new appointee 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.

So, 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,

Peter Stephens

Deputy 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 **2018-19 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 **2018-19 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 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

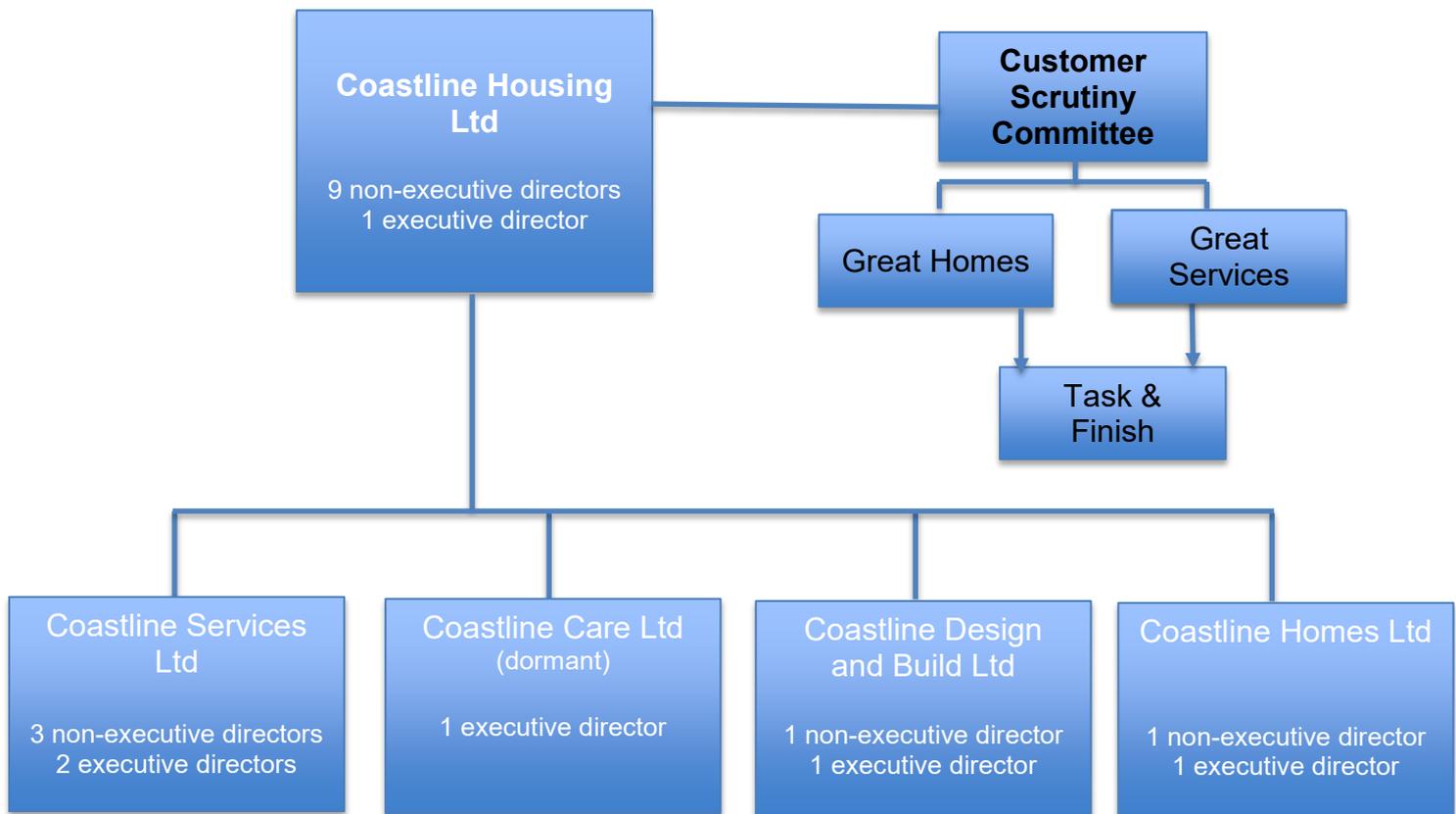
Our **2017-2021 Corporate Plan** sets out our strategic priorities in detail, and as we approach the end of the four year period we can reflect on some significant achievements.

- 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, and we have plans in place to expand our extra care provision.
- We have 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 two 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 are now working on our next strategic plan, which will cover the period from 2020-25. The Board have agreed six themes: colleagues, customer service, homes, neighbourhoods, the environment and 'ambition'; and we have just started engaging with colleagues and customers to get their thoughts on where we should be aiming to be in 2025.

One thing is certain - we expect the 2020-25 Plan to be even more ambitious and inspiring than the current one.

Our governance structure



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

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

Role profile – Group Chair of the Board

ROLE PROFILE

POSITION	Group Chair of the Board		
TEAM	Non-Executive Directors	LOCATION	Coastline House
VERSION	v.2	LAST UPDATED	February 2020

PURPOSE OF ROLE	To lead the Board in developing and overseeing the strategic direction and governance of the Group and to inspire, empower and motivate the Board, Senior Leadership Team and all colleagues.
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KEY ACCOUNTABILITIES

1. Ensure the Group’s governance framework maintains the highest level of statutory, regulatory and current best practice.
2. Lead the Board to ensure regular and effective communication with all Board colleagues, co-ordination and coherence with and between the subsidiary companies and committees, and the efficient and effective contributions and conduct of Non-Executives.
3. Demonstrate commitment to the Coastline Values, promoting the charitable purpose and ensuring the involvement of customers with the voice of the customer being heard within the governance framework.
4. Develop a clear understanding of the operational performance of the Group, establishing a constructive working relationship with the Chief Executive Officer and ensuring that the Board as a whole acts in partnership with the Executive Team.
5. Ensure that the Board receives relevant professional advice and appropriate training and development to meet the Group’s current and future aspirations.
6. Ensure that positive relationships are maintained with the Regulator and that Coastline regularly reviews the quality of its governance in the context of the Regulatory Framework and prevailing good practice, including the National Housing Federation’s Code of Governance.
7. Represent Coastline as appropriate both internally and externally establishing and maintaining relevant sector networks across the region and beyond.
8. Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive Officer and to determine his/her remuneration and overview the performance and objectives of other members of the Executive Team.
9. Ensure, where necessary, that the Chief Executive Officer is replaced in a timely and orderly fashion.
10. Ensure the Board makes proper and appropriate arrangements for appraising its own effectiveness, the individual appraisals of Non-Executives including the Chair and Deputy Chair, regular independently supported salary reviews and implementing a succession plan.

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 work colleagues.
4. Ensure compliance with the Group's Health and Safety and Safeguarding policies and procedures.
5. Continually promote the 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.

CONTACTS

Internal

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

External

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

Recruitment timetable

Please note that due to the current Coronavirus lock down the recruitment timeframe has been extended.

We continue to welcome interest in the role and applications. Coastline continues to keep the dates under review and we will keep this page of the information pack updated.

Group Chair of the Board

Application closing date	Applications are welcomed throughout the lock down period. The closing date and recruitment dates will be determined once Coastline is in a position to be able to plan the reopening of its offices.
Initial interviews	tbc
Meet Coastline, assessments and final interviews	tbc

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

Useful dates for 2020

Board meetings are generally on Thursdays.

Coastline Housing Group Board	7 th May, 23 rd July, 24 th September (including AGM) and 26 th November 2020
Audit & Risk Committee meetings	2 nd July and 8 th October, 2020
Strategy days and Stock Tours	1 st June, 14 th September and 2 nd November, 2020

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>Group Chair of the Board £12,500</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 benchmarked against other similar organisations.</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@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. 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@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.