



Chartered
Institute of
Housing

Governing board member/trustee

Recruitment information pack

May 2022

Foreword

Thank you for your interest in becoming a member of CIH's governing board. These are challenging but exciting times for the organisation. Given the scale of changes taking place across the housing sector, and the unavoidable impacts of COVID, CIH has responded by making significant and ambitious changes to our organisational plans for growth.

Purpose and mission

CIH's purpose is simple. We want to provide everyone involved in housing with the skills, support and knowledge they need to be the best they can. We also want to shape housing and community agendas. To achieve these things, we want to ensure that CIH is an accountable, strategic, modern, inclusive and dynamic organisation that is both prepared to face future challenges and fit for purpose.

We therefore recommit ourselves to giving all CIH members, regardless of their race or background equal opportunities to be the best they can be in the discharge of their profession. We achieve this by implementing a framework of inclusion which embraces equal opportunities within CIH membership and the housing profession.

Our specific priorities are slightly different depending on where you are, but we strive to ensure that these three things happen:

- The right homes are built in the right places and people can afford them.
- People on lower incomes can get and maintain a decent home.
- Everyone regardless of their background has access to a decent safe place to call home and renters receive a fair good-quality service from their landlord.

Equality, diversity and inclusion

CIH is fully committed to eliminating discrimination and promoting equality, diversity and inclusion. Applicants will be expected to be willing and able to make a positive contribution to the promotion and implementation of CIH's equality, diversity and inclusion policy.

Applicants will be expected to demonstrate a strong track record of achievement; will be accustomed to operating at a senior level within an organisational setting; a strong network of contacts across housing or related fields; and experience of influencing within and outside of an organisation.

If you think you have those qualities, if you are committed to professionalism and if you want to make a difference, we want to hear from you.

Introduction to the governing board

The governing board of the Chartered Institute of Housing (CIH) is charged with the leadership and management of the business of CIH. This includes setting and driving the strategic direction of the organisation, setting priorities, ensuring performance and managing risk, accountability, viability and sustainability. Members of the governing board are the trustees of CIH.

Trustees play a critical role in the success of the organisation. All trustees operate in a non-executive manner. The executive function, including operational issues, falls to the chief executive and the senior executive team.

The governing board oversees decisions on:

- The strategic direction to the organisation
- CIH's corporate plan, budgets, and accounts
- Management and exercising of all the powers of CIH, apart from those which can only be exercised by the wider membership in general meetings
- Ensuring the board and the whole organisation implements the equality and diversity framework through the lens of the race equality code 2020 and any other adopted quality marks.

Trustees are responsible for:

- Contributing to the business of the governing board and establishing its overall strategic direction
- Overseeing the functions of CIH through high standards of scrutiny and challenge
- Ensuring the governing board undertakes its business with the highest standards of governance practice, transparency, and accountability.

All trustees must ensure individual and collective compliance with the CIH governance code and professional standards; they are expected to contribute fully to induction and performance appraisal requirements; and they must strive to ensure the highest standards of decision making.

The time commitment required is one to two days per calendar month. This will include regular attendance at meetings of the governing board (currently five each year), preparation for such meetings and the reading of board papers, representation of the CIH externally and on occasion attending meetings with the chief executive.

Trustee commitments

Remuneration: The role of governing board member/trustee is not accompanied by any financial remuneration, although expenses for travel may be claimed

Location: governing board meetings are usually held in the CIH offices in London. There will be the occasional need to travel to the Coventry office and other locations for meetings and events. CIH has offices in Scotland, Wales and Northern Ireland. Taking into consideration government guidelines, for the past two years our meetings have been held virtually. Some meetings will continue to be held virtually, some will be hybrid of in person and virtual.

Time commitment: The governing board has a minimum of four meetings a year and an annual general meeting (AGM)/strategy away day in September. Time commitments will also include preparation for all meetings and the reading of board papers. Board members may also be asked to chair, or be a member of, a delegated committee of the governing board.

Term of office: The term of office is three years. Trustees can stand for re-election to the board for an additional three-year term.

“Being a trustee is an opportunity to contribute to the future of CIH. Our governing board members are key figures across the whole of housing, and they make a positive difference to the housing sector.”

Geraldine Howley, chair of CIH’s governing board

Role description - background in education

Having undertaken a skills review, CIH specifically welcomes applicants with a background in education:

- Experience of offering vocational education (including qualifications and training) in a professional body and/or housing context
- Understanding of the regulatory environment and governance requirements of offering vocational education within a professional body.

Applicants will also be expected to demonstrate a strong track record of achievement and accustomed to operating at a senior level within an organisational setting. A strong network of contacts across housing or related fields and experience of influencing within and outside of an organisation is also favourable.

Key functions include:

- Contributing fully to the business of the governing board
- Overseeing the functions of the CIH through high standards of scrutiny and challenge
- Upholding professional standards and discipline within the governing board and ensuring compliance with the code of governance and the diversity framework through adherence to the race equality code 2020, and related policies and procedures to ensure the CIH achieves its diversity targets
- Contributing to the management of the CIH's functions in line with its charter and byelaws, charitable objectives and legal obligations as an employer and a charity
- Ensuring the development and effective implementation of the CIH corporate plan and organisational strategy
- Ensuring commercial viability, effective financial and risk management within the CIH and appropriate audit
- Exercising exemplary judgement in the best interests of CIH to provide strategic direction to the organisation
- Preparing in advance, regularly attending and participating fully in governing board meetings and other CIH business meetings as appropriate
- Contributing as appropriate to delegated boards and working groups established by the governing board
- Accepting accountability for the decisions made by the governing board
- Developing effective working relationships with other trustees, CIH staff and members
- Willingness to contribute to the effectiveness of the governing board as a member of the team.

Skills, knowledge and experience

Level 1: Values

Members of the governing board are expected to:

- Understand, support and lead the organisation in the pursuit of its purpose, vision and mission
- Demonstrate full empathy with CIH's core social purpose, charitable aims, and values
- Recognise and support the characteristics of an individual-based membership organisation, demonstrating insight into the preferences and experiences of current and future members
- Be committed to the principles and practices of collective board responsibility and decision making
- Be conscientious and enthusiastic about the full range of the governing board's responsibilities and obligations
- Be committed to ensuring that the organisation is modern, inclusive, innovative and responsible, with an approach to equality and diversity that demonstrates that commitment.

Level 2: Core skills and characteristics

Every member of the governing board needs to:

- Be able to demonstrate a strong track record of achievement in the housing industry and/or other related fields of social policy, or practice or education and training
- Be accustomed to operating at a senior level within an organisational setting and have existing board level experience.
- Have a strong network of contacts across the housing and related fields and significant experience or ability of influencing at the highest levels
- Balance competing internal and external priorities and reach balanced and reasonable judgements and decisions with others, for example the challenges of balancing the achievement of CIH's charitable objectives while ensuring commercial viability
- Possess vision and the ability to think and act strategically and align resources to organisational strategy in both the short and long term
- Have awareness and understanding of the issues facing the housing industry, in terms of the policy environments, and the practice, education and workforce landscape
- Be a highly credible individual with a strong commitment to professional standards and ethics.

Level 3: Business experience

Collectively, governing board members should be able to demonstrate some experience of the following:

- Leadership - significant experience of leadership in successful and complex organisational environments
- Policy knowledge - recognised and credible expertise in a particular field of housing or related public policy and be accustomed with influencing public policy at a senior government level
- Membership - robust experience of membership organisations and delivering member value
- Asset management - significant experience of overseeing complex asset management in medium/large organisations - such as investment fund management, financial and risk management
- Change management - significant experience and successful track records of large-scale transformational change programmes in either the private or public sectors
- Housing management - Understanding, gained through experience, of the local authority context and strategic housing matters, including housing supply and planning
- Education - expertise in the field of education, learning and development or continuing professional development, with significant experience gained over several years
- Governance - considerable knowledge and experience of the principles and practice of good governance and probity standards
- Public affairs - excellent skills in organisational positioning, marketing, and brand management, preferably within the charitable sector
- Financial skills - significant experience of corporate financial management gained in a demanding environment
- Audit and risk - a robust understanding of the audit and risk function with experience of financial and risk management gained in challenging business environments
- Commercial skills - significant acumen, demonstrated over several years, of leading and delivering efficient and effective commercial strategy and business viability.

Level 4: Other requirements

Any CIH member can apply to be considered for a position on the governing board. Non-members can also be selected, although they will have to become CIH members before their appointment can become effective.

- Positions are voluntary and unremunerated, although reasonable expenses will be met.
- A person cannot become a member of the governing board until their appointment has been confirmed by the membership of CIH at the AGM
- Each member will be subject to the provisions of CIH's charter and byelaws and the governance framework. These deal with matters such as the retirement of trustees (with one third having to retire each year), duties and powers and removal
- The term of office is three years, and the position is subject to the provisions of CIH's charter and byelaws (addressing such matters as duties and powers, retirement and removal).

General information

We particularly welcome applicants from under-represented backgrounds within CIH. We will provide a full induction programme for all new board members which will include sector-specific information.

We also need to be sensitive to real or perceived dualities or conflicts of interest, so may not appoint someone who is related to, or has other close connection with, for example, a current or recent board member or member of staff, of a business partner or a competitor.

The governing board currently comprises 14 trustees. Through its chair, the audit and risk committee will report annually to the membership of CIH at the AGM including on the effectiveness of governance.

Appointments will be made on the basis of empathy, competencies, skills and experience, with an appointed recruitment panel assessing all applications. Applicants who best demonstrate the requirements set out in the job description will be invited for interview. Applicants will be required to provide references at the appropriate time.

Once the candidate is selected the recruitment panel will make its recommendations for appointment to the wider membership at the AGM in September 2022.

How to apply

All expressions of interest and applications should be made [here](#).

If you would like an informal conversation on the role, or have any questions, please contact us at governance@cih.org.

The closing date for the receipt of applications is 20 June 2022. Interviews will be held during July 2022.

On the application, please make clear your preferred contact details.

Thank you for your interest.



Geraldine Howley

Governing board, May 2022