



**BOARD MEMBER
RECRUITMENT PACK**

April 2022



The Housing Executive

020 7620 3048

rec@thehousingexecutive.com

www.thehousingexecutive.com

Coin Street Secondary Housing Cooperative (CSS) – Non-Executive Board Positions

Thank you very much for your interest in Coin Street. The CSS Board is seeking relevant experience of any of the following:

- Governance/ Housing Regulation
- Change Management
- Cooperative Engagement
- Finance/Tax.

The information below will assist you in structuring your application.

Recruitment timetable and process:

Closing date: **Monday 16th May 2022**

First round of interviews: **Week commencing 23rd May 2022**

Second round of interviews: **Monday 6th, Tuesday 7th and Wednesday 8th June**

- The Housing Executive will conduct the first-round interviews (via MS Teams)
- The second stage will consist of a panel interview with CSS– these are planned to be in person (subject to Covid regulations in effect at that time) held in the evenings on the days listed above

To apply:

Please provide an up-to-date CV which shows your full career history with any breaks explained. Please include details of all executive and non-executive roles that are currently held.

- Write a supporting statement (no more than 3 sides of A4) detailing how you are a good candidate for this post and how you fulfil the person specification. You should also clearly state which role you are applying for i.e., Governance/Housing Regulation; Change Management; Cooperative Engagement or Finance/Tax.
- Complete the Equal Opportunities Monitoring form. It is not mandatory to complete this form. The information requested is purely for monitoring purposes in line with our commitment to equality and diversity and will not affect the outcome of your application.
- Your application should be emailed to rec@thehousingexecutive.com and must be received by **9am Monday 16th May 2022**.

If you would like to discuss any aspect of this post or the process, in confidence, please call **Tony Clark at The Housing Executive**, on 020 7620 3048.

We look forward to hearing from you.

Dear Applicant

Thank you for your interest in joining Coin Street Secondary Housing (CSS) board. We are proud of our achievements in developing four independent co-ops and contributing to a vibrant community on the South Bank as part of the Coin Street family. It is an exciting time to join us as we are now seeking to appoint new board members to help us move to the next stage of our journey. As a CSS Board member you will play a key role in making a real difference to both our co-ops and the wider Coin Street community.

I have been Chair of the Board since 2016 and feel fortunate to have been involved with Coin Street since the 1980's and to have played a part in the regeneration of the South Bank. Like me, many of the current Board members have been involved with CSS since the beginning. Over the next two years we will be preparing to pass the baton on to new Board members to continue our legacy, to shape and influence a new way of working.

As we are an unusual organisation, I think it might be helpful to explain a little bit about our structure, recognising that you may not be familiar with the concept of a secondary housing co-op. In simple terms, CSS was set up by Coin Street Community Builders (CSCB) in the 1980's to finance and develop three primary co-ops. CSCB owns the land and leases it to CSS, who in turn lease to the primary co-ops, who are registered providers.

These structures and arrangements have been in place since the 1990's when the co-ops were built, whilst much has changed in the external environment, particularly the regulatory requirements. Recognising this, we have recently appointed Altair as our consultants (<https://altairltd.co.uk>) to review these structures and we are now at the start of a process of change.

Following our recent skills audit, our Board are looking for people with experience in one or more of the following areas: change management, co-op engagement, governance, and finance. If you would like an informal discussion about the role or have any questions, please do not hesitate to contact Marie Kapszewicz, Housing Lead (this can be arranged The Housing Executive).

We look forward to receiving your application.

Yours sincerely

Keith Jenkins

Keith Jenkins

Chair CSS

About us

The Coin Street Group is made up of three independent organisations working together to create an inspirational neighbourhood. Coin Street Community Builders (CSCB), **Coin Street Secondary (CSS)** a Housing Co-operative and Coin Street Centre Trust (CSCT). These organisations are governed by voluntary boards, made up of members from the local community and experts from the sectors in which we work. All three organisations are served by a single staff team, employed by CSCB.

CSS focuses on housing activities and is registered with the Regulator of Social Housing and the Financial Conduct Authority. It leases its developments to fully mutual 'primary' co-ops. CSS is responsible for maintaining lifts and the external structures of its developments.

Creating an inspirational neighbourhood

Some use our nursery, our sports pitches or have attended conferences in our neighbourhood centre. Others live or work on our South Bank site. But most of the thousands of people who pass through the Coin Street site every day don't even know we exist.

That's a shame. Because our story matters.

It's a story about inclusiveness and diversity. About culture, community, and commercial success. About how we work together to create an inspirational neighbourhood - today, tomorrow, and forever.

What we do

We provide the opportunities and spaces for people to lead their own change. Our activities are wide and far reaching. From giving families and children the best start in life through our childcare and family support, to creating and maintaining high quality live, work and play spaces on land which we own.

We promote enterprise, creativity, and lifelong learning whether that's through providing employment, volunteering opportunities, nurturing enterprise or delivering programmes and activities.



We provide housing that supports our community; we champion co-operative housing and influence local and national housing policy. From sports and dance to healthy eating and gardening, we offer a range of facilities and activities accessible to everyone to support health and wellbeing in our community.

We are conscious that our neighbourhood is a small part of a global community and that we all need to work together to tackle the challenges faced by the earth and all who live on it



What motivates us

We believe in mixed uses, a diverse economy, and a diverse community. We want our neighbourhood to be a place where people feel happy and healthy, safe and secure, and where more than essential needs are met.

A place that enables people to connect with each other, where they can build their confidence and skills whatever their age, and feel they belong. Most importantly we want our community to be resilient to life's challenges.

We want our neighbourhood to have a wide range of job opportunities and businesses; to be a place where creative arts flourish and are accessible to all; where quality homes and green spaces are the norm; where there is a place to grab a pint of milk or go for a stylish meal; and where there are abundant opportunities for people to play, learn, laugh and share.

We recognise that change is a constant part of London's history. Since 1984 we have championed change to improve our neighbourhood. We want to work with others who share our vision and to focus on the talents and potential of people to lead their own change.

Vision

Property development is now only a small part of our work. Our main focus is on our community programmes and tackling some of the wider challenges of the 21st century including air quality, climate change, mental health, and care in old age.

To meet these challenges, we need to develop a generation of leaders who can speak up for those who too often go unheard when political decisions are made. This will be a key strand of our work going forward.

Developing to deal with new challenges

When we set up our organisation in 1984, the greatest threat to our neighbourhood came from the rapid loss of residential population and the closure of shops and schools.

Things have changed! Now, the numbers living and working in the area are rapidly increasing. But at the same time, the local authorities that traditionally invested in community facilities face shrinking budgets. They're looking to others to step in.

Lambeth and Southwark have some of the highest obesity rates in the country, and surveys show that those living and working in the area are crying out for a local public swimming pool.

Our Doon Street development will provide new swimming and indoor leisure facilities adjacent to the National Theatre. The development is split into three phases, all of which have planning consent. The first phase – Rambert's headquarters and dance studios – was completed in 2013.

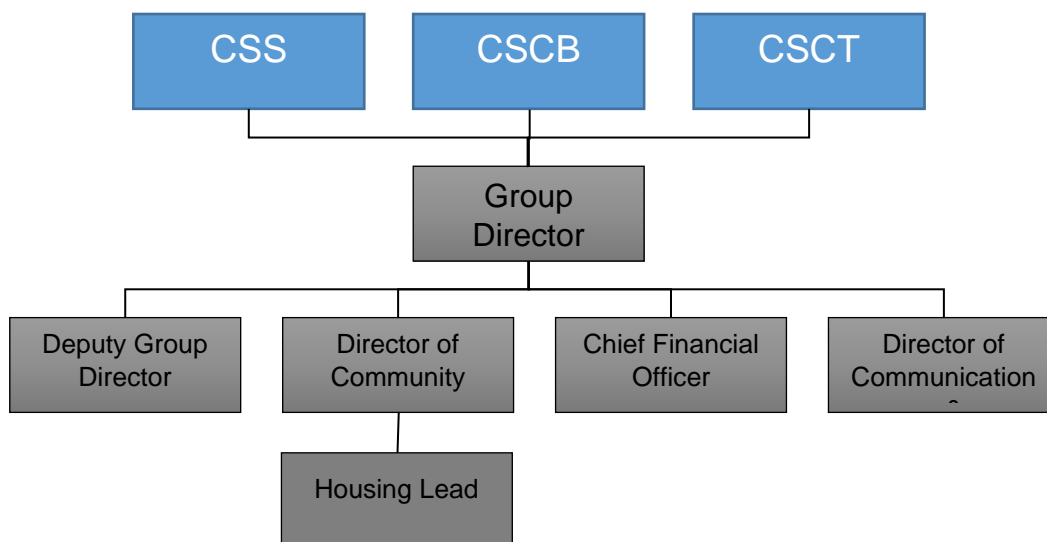
We're currently working on phase two, which includes the swimming pool, leisure facilities and 236 flats for sale. We are also working on a mixed development which will include a 78-bedroom care home, and further community facilities.



Coin Street Community Builders and Coin Street Secondary Housing

Coin Street Community Builders (CSCB) has a management agreement with CSS, covering the functions carried out by CSCB staff on behalf of CSS, such as administration, finance and procuring maintenance and repairs.

The Housing Lead is employed by CSCB and is the Company Secretary for CSS. The Housing Lead is responsible for liaising with the co-ops on behalf of CSS and attends a minimum of quarterly primary co-op management committee meetings.



Lease Agreement

Three of the four Coin Street primary co-ops have revolving 5-year lease agreements with CSS. The lease requires each co-op to have a 30-year business plan, updated annually, and submitted to CSS. Each primary co-op is free to appoint a managing agent at its own cost to carry out such services as that co-op wishes.

The Lease Charge

CSS charges the co-ops an annual lease charge covering key areas of CSS's expenditure including the cost of loans; planned and cyclical repairs; and administrative, legal and consultancy services. These costs are pooled. Each co-op sets then its own rents and service charges.

<i>Co-op</i>	<i>Completed</i>	<i>No of Units</i>	<i>Managing Agents*</i>
<i>Iroko</i>	<i>2001</i>	<i>59 Units</i>	<i>Novo Property Management Ltd</i>
<i>Redwood</i>	<i>1995</i>	<i>78 units</i>	<i>LFSA (Lewisham Family Self-Help Association)</i>
<i>Palm</i>	<i>1994</i>	<i>27 Units</i>	<i>Co-op Homes</i>
<i>Mulberry</i>	<i>1988</i>	<i>56 Units</i>	<i>MB Housing</i>
<i>Total No of Units</i>		<i>220</i>	



CSS Board Member profiles

Keith Jenkins (Chair) – Keith is a semi-retired solicitor who has specialised in acting for social housing providers. He acted on the acquisition of the housing elements of the Coin Street site from the GLC in 1984 and acted for Coin Street Secondary Housing Co-operative once established. Keith joined the board of Coin Street Secondary Housing Co-operative in 2014 and has acted as Chair since 2016.

Neil Cole (Vice Chair) – has been a member of Coin Street Secondary Housing Co-operative since 1986 and acted as Chair between 2009 – 2015 and is now as Vice-Chair. Neil has assisted with each of the four Coin Street co-op developments. Neil has a keen and committed interest in helping to develop fully mutual housing co-ops as a contribution to local affordable social housing choice in communities of diverse demographic make-up. Neil is a professional piano technician and musician/composer.

Phil Morris - a qualified accountant with experience of working across all aspects of housing and commercial development and property management. Phil is a former employee of Coin Street Community Builders, having worked as the Housing and then Commercial Development worker from 1985-1988. Phil is a member of Coin Street Community Builders and Treasurer of Coin Street Secondary Housing Co-operative.

Iain Tuckett - has lived in Waterloo since 1974. A convenor of the Coin Street Action Group, Iain then went on to become an employee of Coin Street Community Builders upon its formation in 1984. He has since led the organisation and overseen the revitalisation of its 13-acre site. Iain is the Company Secretary of Coin Street Community Builders, a member of Coin Street Secondary Housing Co-operative and trustee of Coin Street Centre Trust.

Pete Stephens – Coin Street Community Builders former Director of Finance from 1987 until his retirement in 2014. Pete joined as a member of Coin Street Secondary Housing and trustee of Coin Street Centre Trust in 2014.

Christine Czechowski – was the Director of Housing and then Head of Projects for Coin Street Community Builders from 1986 until her retirement. Christine joined as a member of Coin Street Secondary Housing Co-operative in 2017 bringing a wealth of housing knowledge.

Hashi Mohamed - is a barrister, author and broadcaster living in London. He specialises in planning and environment law. He represents local authorities, housebuilders and communities across England and Wales. He also published his first book on his own personal story and social mobility in January 2020: *People Like Us: What it takes to make in Modern Britain*. In September 2022, he will release his second book on the housing crisis, how it is affecting the lives of so many millions and what we can do about it. It is titled *A Home of One's Own*. Hashi joined the board of Coin Street Secondary Housing Co-operative in 2021

Irandeep Cooner – joined CSS in June 2021 and has recently moved from Metropolitan Thames Valley Housing Association to Hounslow Council. Irandeep's background covers housing management, care and support, asset management and development all within the social housing environment. He is due to qualify as a surveyor in May 2022.



Role Description

The role of Non-Executive Board Members across Coin Street includes:

- agreeing the organisation's collective mission, strategic direction and aims;
- providing advice on strategy and sustainability to the leadership team of the organisation;
- setting the values and ethics that drive culture;
- exhibiting a commitment to Coin Street values in attitude and behaviour;
- providing financial scrutiny and advice, with appropriate oversight of operational plans and budgets;
- ensuring that effective governance arrangements are in place in line with statutory legislation;
- reviewing governance arrangements to ensure they remain current and effective;
- agreeing the risk appetite, monitoring key risks, and ensuring that risk management informs strategic planning and operational budgets;
- maintaining productive relationships with a range of Coin Street stakeholders and partners.

Coin Street provides an induction and ongoing development training to ensure boards have the skills to understand and advise on the governance and financial information they are asked to review.

Key Responsibilities

Non-Executive Board Members are accountable to the Board (via the Chair) for the following:

- awareness of the legal duties of Non-Executive Board Members, and ensuring they are fulfilled;
- preparing for, attending, and contributing fully to board and committee meetings;
- undertaking regular learning and development for the role;
- maintaining respect for the confidential nature of issues designated as such by the Chair at meetings;
- questioning appropriately, but sharing collective responsibility for board decisions;
- being well informed about the organisation's purpose, services and strategies, and its operating environment;
- challenging and supporting colleagues appropriately, and maintaining constructive relationships;

- undertaking other functions as required, including for example, sub-committee membership, selection panels, acting as portfolio holders, participating in working groups;
- disclosing any possible conflict of interest to the Chair.

Person Specification

This recruitment will bring fresh and relevant thinking to Coin Street boards.

We are particularly keen to hear from Black, Asian and other Minority Ethnic groups, women, and members of the LGBTQ+ community who are currently under-represented on our boards.

Lived experience of local community issues and knowledge of Waterloo and North Southwark neighbourhoods is also highly desired and we encourage residents to apply.

Successful Non-Executive Board Members will demonstrate the following competencies:

- a passion for Coin Street's purpose and mission;
- strategic thinking and risk awareness;
- measured judgement and willingness to offer constructive challenge;
- a collaborative approach, interpersonal awareness and excellent communications skills;
- advocacy for diversity, equity and inclusion;
- commitment to prepare for meetings and participate actively at board level.

Candidates should also demonstrate experience and skills in one or more of the below areas:

- Governance/ Housing Regulation
- Change Management
- Cooperative Engagement
- Finance/Tax.

CONDITIONS OF SERVICE (Subject to contract)

Post:	Board Member
Term:	6 years (subject to re-election)
Location:	Waterloo, Central London (note that some meetings are held remotely)
Remuneration:	Voluntary
Commitment:	An indicative expectation of approx. 8 days p.a.

2022 board dates for CSS are: 9 May, 20 June, 26 September, 28 November. CSS Management Committee meets six times a year in the evening. A quorum consists of five members and with all expected to attend each meeting unless exceptional reasons prevent doing so.

CSS currently has two sub committees, the Nominations Committee, which meets twice a year and the Change Working Party, which currently meets on average at six weekly intervals.

In addition, one member of CSS is nominated to Coin Street's Human Resource and Remuneration Committee and three members are nominated to the Group Resource Committee, which each meet up to four times a year. Coin Street's Group Board holds two strategic planning days annually, usually on a Saturday, involving members from each of the Coin Street boards.

Advert

BOARD MEMBERS, Voluntary, London SE1,

Coin Street Secondary Housing Co-operative (CSS)

Passionate about our neighbourhood

Coin Street is a social enterprise working in Waterloo and North Southwark. From a derelict 13-acre site in 1984, we have created a thriving, diverse, vibrant and welcoming place for people to live, work and play. We promote enterprise, creativity and lifelong learning whether that's through providing employment, volunteering opportunities, nurturing enterprise or delivering programmes and activities. We also provide housing that supports our community; we champion cooperative housing and influence local and national housing policy. From sports and dance to healthy eating and gardening, Coin Street offers a range of facilities and activities accessible to everyone to support health and wellbeing in our community.

Coin Street is overseen by three independent organisations working together to create an inspirational neighbourhood: Coin Street Community Builders (CSCB), Coin Street Secondary Housing Co-operative (CSS) and Coin Street Centre Trust (CSCT). These organisations are governed by voluntary boards, made up of members from the local community and experts from the sectors in which we work.

CSS recruitment

Coin Street has successfully developed 220 award-winning co-operative homes on social rents, housing over 1000 people and making a significant contribution to the housing landscape of Waterloo and North Southwark. Our CSS board have partnered with The Housing Executive to recruit five new non-executive board members to bring additional skills and increase diversity of the board. We are interested in candidates with the experience in the following areas:

- Change Management
- Co-operative engagement
- Finance// Tax
- Governance/Housing Regulation

Some of the new members we take on will have a housing background, but we are open to relevant experience from other areas, coupled with a passion for co-op housing and the Coin Street mission of supporting communities. We are also particularly keen to consider candidates who may not have served on a board before.

This is an opportunity to become part of an innovative, high profile, social enterprise based in the centre of London. If you are excited to hear more, please contact our recruitment consultant, **Tony Clark** at **The Housing Executive**, for an informal discussion or a recruitment pack:

020 7620 3048 or rec@thehousingexecutive.com

CLOSING DATE: MONDAY 16th MAY 2022

Coin Street is committed to equality of opportunity and non-discrimination for all applicants and employees. Coin Street seeks to ensure we achieve diversity in our workforce regardless of gender, race, religious belief, nationality, ethnic/national origin, sexual orientation, age, marital status or disability and welcomes applications from all candidates particularly those who identify as Black, Asian and Minority Ethnic, women, and members of the LGBTQ+ community.