



# Board Member Recruitment

January 2025



successful people, successful places



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Please note this recruitment is for Board member positions.

Board members are required to join one Committee also (depending on skills).

One of the Board positions will be to take on the role of Chair of the Customer Service Oversight Committee in October 2025 and we draw your attention to the Terms of Reference for that Committee starting at page 16 of this pack if you are interested in this particular role.

The roles have varied start dates from April 2025 throughout the year and this can be discussed with candidates at interview stage.

# Your application

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Thank you for your interest in the whg Board member roles here at whg. We are looking for up to four new Board members with a combination of the following range of experiences and skills:

- Housing management – knowledge and expertise gained from working in the social housing sector either in a housing provider or an associated professional service or from being involved in the work of housing associations through other means
- Customer service, customer involvement and engagement
- New build housing development and asset management (reinvestment and regeneration)
- Finance – including strategic financial planning/treasury
- IT, cyber security, AI, digitalisation
- The socio-economic environment in which whg and other housing associations are operating – so good awareness of our services, our customer base and the external factors that impact upon our communities

Previous experience as a Board member (Non-Executive Director) is desirable but not essential – we want Board members who can align with the whg values and way of doing things. Please also see page 7 for more information about requirements.

This pack gives you lots of detail about our organisation, and the Board role and requirements. You can also find out more about us on our website at [www.whg.uk.com](http://www.whg.uk.com) and I'd strongly encourage you to have look at the information about Our 2030 Plan, which outlines our ambitious transformational programmes for the next few years.

If you like what you see and meet the core requirements, please do consider sending in an application and if you have any queries about the role or whg, please get in touch – my details are below and I'd be happy to have an informal chat with you about the role and whg if that would be helpful.

To apply, we will need the following from you:

- A personal statement, because we want to learn about you and why a Board role at whg interests you and of course, what you can bring to help us achieve our aims. Be sure to tell us how you meet the role description too. **To assist with this we would like you to use the template provided at Appendix 1 (page 23) and stick to two sides of A4;**
- A CV but please do make sure this tells us about your roles, experience, knowledge, skills and interests **in relation to our requirements in particular**. We will be shortlisting primarily on the personal statement; and
- We need you to complete the Diversity Monitoring and Declaration Form at **Appendix 2 (page 25)** – we are unable to consider applications without this information.

Further information about submitting your application is available on page 11. Please ensure you submit your application by the closing date of **Monday 3 March 2025**.

We hope to hear from you.

## Dawn Hendon

Corporate Director of Governance, Compliance and Communications  
[dawn.hendon@whgrp.co.uk](mailto:dawn.hendon@whgrp.co.uk)

# Welcome from the Chair

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Thank you for your interest in whg and the role of Board member.

What do you need to know? Well firstly, whg is a housing provider formed 21 years ago. We are a large-scale voluntary transfer organisation, having acquired many of our homes from Walsall Council. In those 21 years, we have grown through developing new homes and some small-scale acquisition of properties.

We are a community-based organisation anchored in neighbourhoods, working directly with our customers in their homes and communities. Our base is in Walsall, but we have broadened our geography and now operate in other local authority areas, throughout the Midlands.

As well as our key landlord functions, we deliver a range of services to support our customers which include employment and training initiatives, money advice, health and wellbeing services. We have a great track record of working with other agencies, including the NHS, private developers and local authorities. You can find out more about us here <https://www.whg.uk.com/about-us/>

We are financially robust with strong governance, evidenced in our 2024 regulatory inspection by the Regulator of Social Housing which rated us G1/V1/C1 – we are currently the only housing provider in England with over 10,000 homes to have these top ratings and we are proud of this achievement. This evidences our reputation as a strong partner with whom to do business.

Pulling all of our work together is **Our 2030 Plan**, setting out our ambitions for the next stage of our journey. This is where our Board plays such a key role, guiding and shaping whg's services and seeing how whg can have the biggest positive impact possible in an external environment that remains challenging in so many ways. We are proud of the work that whg carries out for its customers and communities and the Board are mindful of the role we play in steering the organisation and ensuring it continues to remain true to its purpose. Board members at whg want to ensure that customers' (and future customers') priorities, needs and aspirations for housing are at the heart of decision-making and service delivery.

Put all this together and it is clear that strong leadership, proven expertise, wide-ranging knowledge and an aptitude to be able to think strategically and to deal with complex matters is necessary now more than ever for Board members.

Does that interest you? Can you bring your experience to our Board table and contribute to these discussions, working with the Executive team and other colleagues to lead, to challenge and to support?

whg has signed up to the National Housing Federation's Chair's Equality Diversity and Inclusion Challenge and it is my personal desire, as well as that of the whg Board, to continue to increase diversity in our organisation and specifically in the governance structure. We are therefore actively seeking applications from people from all backgrounds and encourage you to apply.

Finally, it's important that you know that whilst skills and experience really are important, for us, it's also about the person – the matching and aligned values and behaviours that support an open and can do culture. And we know this is important for prospective candidates – we need to be the right fit for you too. If you want to know more about us and the role, we welcome informal chats to help you decide if whg is the right place for you. We hope it will be.

We look forward to hearing from you.

**Gary Moreton**  
Chair of whg Board

# About whg

With around 22,000 homes in ownership, we are one of the West Midlands' leading and most successful social housing providers, with a reputation for delivering high quality affordable homes and impactful community-based services across the region.

**Our mission** – *Dedicated to the success of our people and places.*

## Our values



### Trustworthy

Being honest in everything we do.



### Respectful

Valuing people and treating everyone with empathy and fairness.



### Accountable

Taking responsibility for our actions and ownership for delivering on our promises.



### Collaborative

Achieving great things by working together.



### Excellent

Striving to be the best and delivering the best outcomes for customers and the organisation.

## Our 2030 Plan

As an organisation, we are committed not only to delivering the best services possible, but to being a force for change in a challenging world. We want to use our reputation for excellence to improve the lives of our customers, and to use our voice to amplify the voices of our customers and communities to be heard at the highest levels of decision-making in the country.

Our 2030 Plan sets out transformation programmes developing how we work with customers, information and colleagues to ensure whg remains a strong, resilient organisation. The transformational programmes are underpinned by core foundations, including strong governance. For more information on our 2030 Plan, have a look at our [website](#).

## Our business

Since we were formed in 2003, we have invested over £1 billion in our homes, built over 4,000 new affordable homes and we have developed a range of services that have a reach far beyond being a great landlord.

Our passion to make a difference to people's lives is what drives our approach to business. We are committed to capturing the passion from customers and colleagues to work together to transform the quality of life in our neighbourhoods, striving for excellence in all we do. Putting our customers and communities first in all of our work is a priority. That means listening to what people have to say and making sure we do things that meet their needs. We are also very proud of the headway we have made in bringing together housing and health practitioners to deliver more joined-up, longer-term initiatives to positively impact upon the wellbeing of our communities.

We are pleased to report that we are a strong organisation financially, supported with robust business plans and sophisticated risk management, as you can see throughout our [financial performance information](#). We are also proud to have attained the [highest ratings for the assessment of our consumer, governance and financial viability from the Regulator of Social Housing](#). Our ratings affirm our position as a well-run and well-governed organisation, with strong foundations and financial stability that will enable us to develop, improve and grow. Our strong operating performance is also reflected in our credit rating of A2 with a stable outlook by Moody's.

## Diversity and Inclusion

We are committed to further improving diversity and inclusion throughout whg including at Board level. Recruitment therefore is crucial in ensuring we demonstrate that commitment. We are therefore seeking candidates who have diverse experiences, different ways of thinking, who come from a range of backgrounds and who can represent customer and stakeholder voices.

We are pleased to have attained Leader Level 3 of the Disability Confident scheme and we commit to offering an interview to any disabled applicant who meets all of the essential criteria for the role.

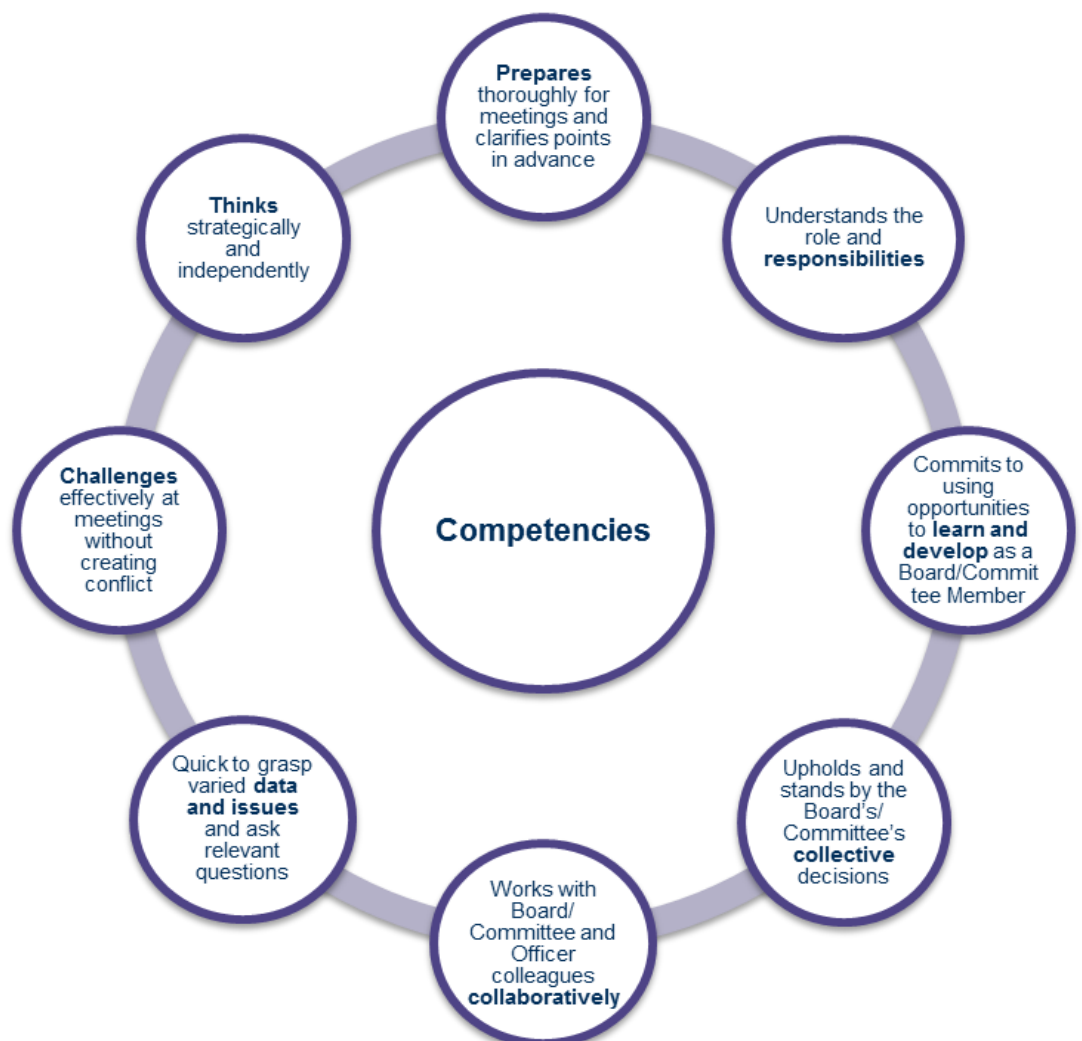


## Competencies and Behaviours

We know that housing association Board members need a range of skills and experience.

However, we also want everyone involved in whg to have aligned values, behaviours and clear competency requirements.

For our Board, these are set out here:



## Skills, Expertise and Commitments

We have a clear matrix that outlines requirements for whg governance entities and members, aligns expectations to the role profiles and Terms of Reference.

Expertise	Board	AAC	PGC	CSOC	DC
Housing Management	E	D	D	E	D
Asset Management	E	D	D	E	E
Development	E	D	O	D	E
External Partnerships	E	D	O	D	D
Risk	E	E	E	D	E
Internal Audit	E	E	O	O	D
Finance – Management Accounts / Budget Reports	E	E	O	D	E
Treasury and Strategic Financial Planning	E	D	O	O	D
Performance Management	E	D	D	E	E
Digital, Data and Technology	E	E	O	D	O
Socio-economic Operating Environment	E	D	D	E	D
People and Culture	E	O	E	D	D
Health and Safety	E	O	D	E	D
Building Safety	E	D	O	E	E
Business Transformation	E	D	D	D	O
Governance	E	D	E	D	D

*E: Essential; D: Desirable; O: Optional*  
 AAC Audit and Assurance Committee  
 PGC People and Governance Committee  
 CSOC Customer Service Oversight Committee  
 DC Development Committee

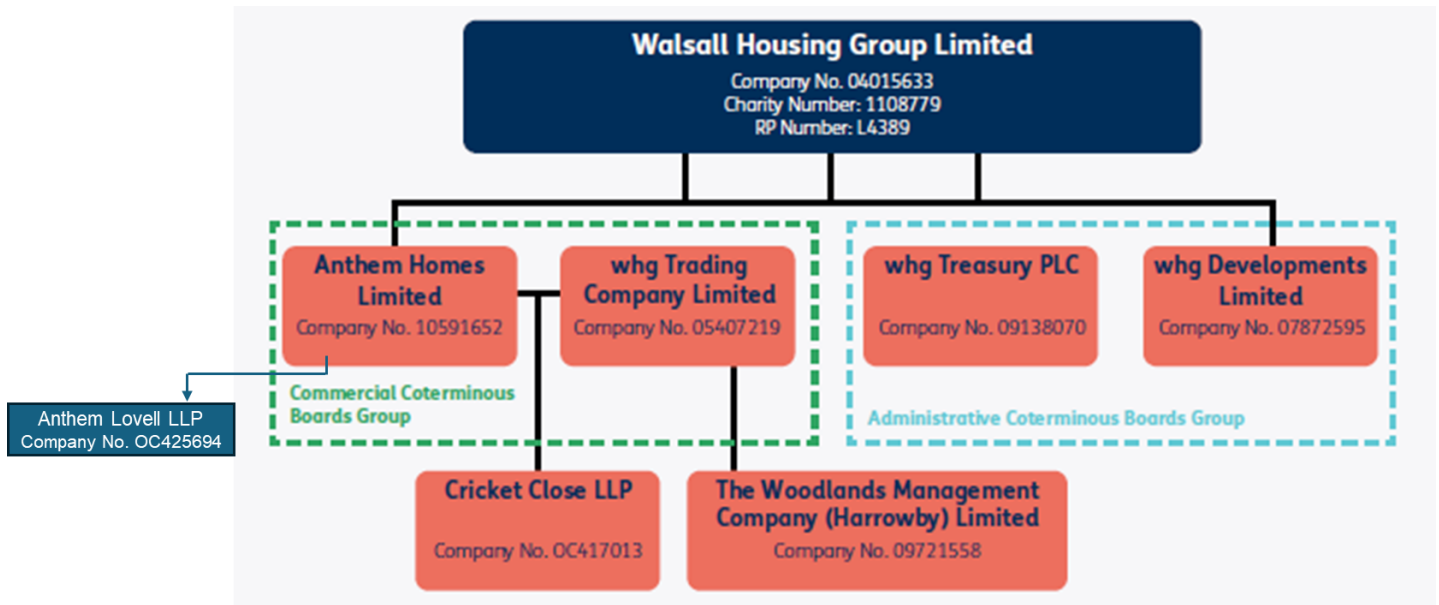
As well as supporting the strength of our Boards and Committees through expertise in at least one of the technical skills as set out in the expertise requirements, we also require our Board and Committee members to demonstrate a broad skillset that ensures real value to our governance:

- Ability to sufficiently understand matters under discussion
- Awareness of the purpose of the social housing sector
- Critical thinking and sound judgement
- Ability to interpret financial and performance data
- Communication and interpersonal skills
- Honest self-awareness
- Knowledge of risk management
- Knowledge of equality, diversity and inclusion
- An understanding of health and safety
- Awareness that there are legal duties of a Board Member (training can be provided)

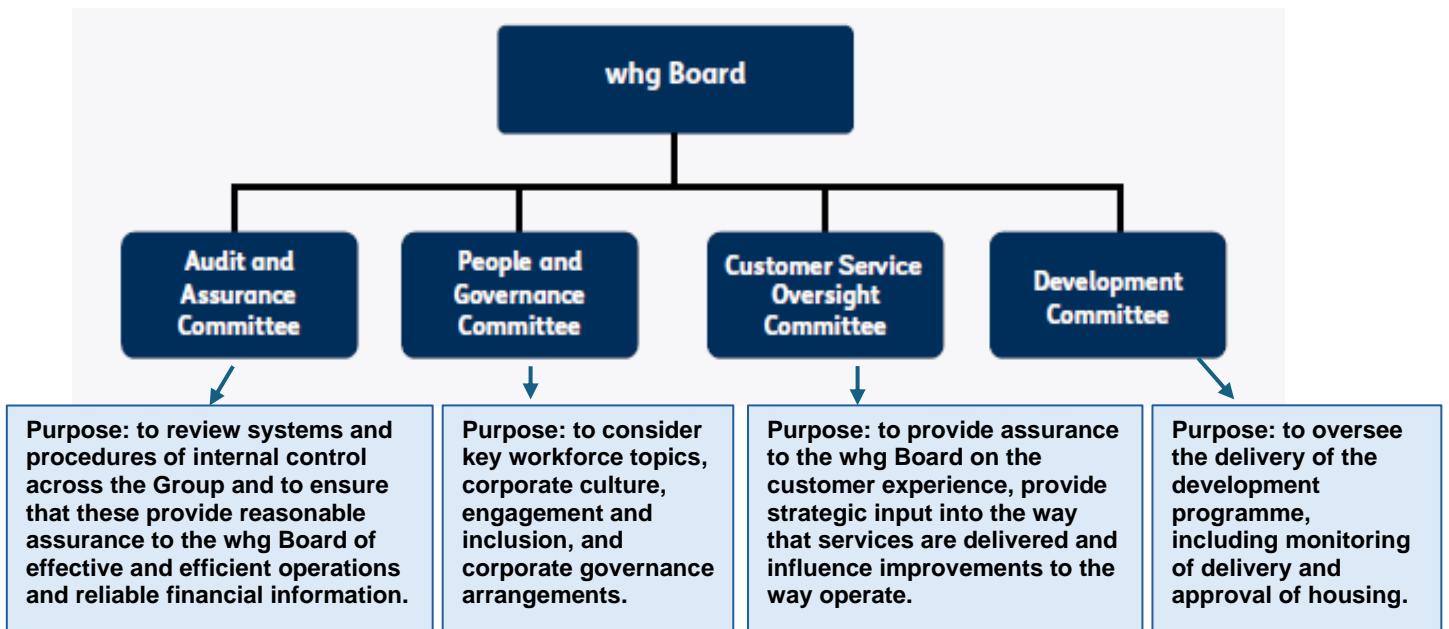
As a customer-focused organisation with strong values, we also ask that our Board and Committee members demonstrate their commitment to the following aims:

- Commitment to the provision and purpose of social housing;
- Commitment to the principles of diversity and inclusion;
- Commitment to environmental sustainability;
- Commitment to customer voice.

# Our Structure



# Our Governance



Information about Board and Committee members can be found here [Boards and committees | whg](#)





# Key information – please read

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## Remuneration

£8,160 per annum (note Board and Committee remuneration is being reviewed and benchmarked in May 2025 and so may change). Travel and out of pocket expenses will be paid in line with whg's Board and Committee member expenses policy.

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## Time commitment

The estimated time commitment for the role is around 25 hours per month, but it will feel busier at the beginning with induction and orientation.

There are between six and eight full-day Board sessions per year. These are normally held on Thursdays, in person at our Walsall office and generally require a full day attendance (along with the formal Board meeting there is usually training or other sessions). Committees usually meet four times per year, again normally in person although from time to time they maybe on Teams. Meeting times are either 2.00pm or 5.00pm start.

There are occasional ad hoc meetings and wherever possible plenty of notice is given and these may be held on Teams.

During the course of the year, there are training and development days, strategy away-days, other shadowing and training sessions, and external events. Bespoke training can be arranged and there are plenty of housing sector and NED webinars available too. Members also need to factor in time to read Board papers and other information and Board members are expected to prepare fully for all meetings. whg expects Board and Committee members to spend time with customers, on the neighbourhoods and estates where they live.

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## Location

In person meetings are usually held at our office in Walsall. Some meetings may be held virtually via Teams.

Residency in the Walsall area is not a requirement of the role, but it is helpful for Board members to be familiar with the West Midlands region and its challenges and opportunities. Knowledge of key stakeholders such as local authorities, the West Midlands Combined Authority, NHS, government agencies, as well as commercial entities and of course, the local communities, would also be an advantage.

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## Tenure

Board members are appointed for one year and reappointed annually, up to a maximum of six years.

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## Key dates and the selection process

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**Applications must be received by Monday 3 March 2025 by 12pm and should be sent to [governance.team@whgrp.co.uk](mailto:governance.team@whgrp.co.uk)**

**Please ensure you complete and return the Diversity and Inclusion Monitoring Form at page 25.**

We will be in touch by Monday 10 March 2025 to let you know the outcome of your application.

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### **Interviews: Thursday 13 March and Friday 14 March 2025**

This will be an opportunity to meet us in person at our Walsall office with a panel interview with a selection of Board members, senior officers and customers.

We would like our new Board members to start with us from April 2025 onwards with appointment dates staggered over the year – this can be discussed at interview.

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*Please note interview date(s) will be flexible to accommodate availability as much as possible.*

[governance.team@whgrp.co.uk](mailto:governance.team@whgrp.co.uk)

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**Good luck!**

# Role Profile – whg Board Member

## 1. Purpose of the role

- 1.1 whg Board Members are responsible for ensuring that Walsall Housing Group Limited (whg) operates effectively in line with its purpose in a manner that safeguards its future viability.

## 2. Objectives

- 2.1 To fulfil their responsibilities, Board Members must meet the objectives detailed at 2.2.

- 2.2
- To participate effectively in whg's governance;
  - To set whg's strategic direction;
  - To ensure there is appropriate delegation;
  - To ensure there is adequate assurance of whg's compliance and viability;
  - To ensure there are appropriate resources available;
  - To act in the best interests of whg.

## 3. Expectations

- 3.1 There are certain responsibilities that are necessary to meet objectives of a Board Member to a minimum level. These are detailed below.

- 3.2 Set whg's strategic direction:

- Participate in discussions that intend to develop or determine whg's vision, values or strategic direction;
- Be satisfied that whg's values, Corporate Plan and strategic objectives reflect the Board's vision;
- Approve the Corporate Plan and strategic objectives.

- 3.3 Ensure there is appropriate delegation:

- Appoint and, if necessary, dismiss the Group Chief Executive;
- Have knowledge of what matters may not be delegated and ensure these are retained by the whg Board;
- Approve the delegation of matters to the Committees;
- Approve the delegation of matters to the Group Chief Executive;
- Permit the Group Chief Executive the discretion to further delegate operational matters;
- Be satisfied that delegated matters are being dealt with appropriately.

- 3.4 Ensure there is robust assurance of whg's compliance and viability:

- Monitor risk and systems of internal control;
- Monitor compliance with policies, regulation and the law;
- Monitor strategic and operational performance, including financial performance;
- Appointing internal auditors, external auditors and bankers;
- Agreeing any material change to the Group's operating model or structure;
- Setting or amending lending limits for any Group Member.

- 3.5 Ensure there are adequate resources available:

- Act as authorised signatory for legal documentation on behalf of whg;
- Approve whg's budget, business plan and accounts;
- Ensure accounts have been audited externally prior to approval.

- 3.6 Act in the best interests of whg:

- Apply skill, knowledge, integrity and diligence in all participation;
- Understand whg and its operating environment sufficiently to make informed decisions;
- Participate and vote in a manner that reflects a genuine and informed opinion of what is in the best interests of whg;
- Declare any potential conflicts of interest.

3.7 Participate effectively in whg's governance:

- Attend and participate in whg Board meetings;
- Scrutinise papers prior to the meeting;
- Vote on items where requested;
- Provide adequate challenge and direction to the Executive Team;
- Accept responsibility for decisions made by the Board;
- Participate in the Annual Review of Effectiveness;
- Participate in the annual appraisal process;
- Attend training or development sessions at the request of the whg Chair.

3.8 In addition, Board Members are expected to contribute to the further success of whg through active participation outside of their formal responsibilities as directors of the company, as at 3.9:

- 3.9
- Be a member of a Committee;
  - Seek out and share best practice;
  - Develop skills and knowledge throughout their term;
  - Support and promote whg's culture;
  - Engage in additional activities that support excellence in governance;
  - Promote the success of whg;
  - Represent whg at events.

3.10 Board Members may be nominated to act as Chair of the whg Board, Deputy Chair of the whg Board, Committee Chair, Committee Deputy Chair, Committee Member and/or Board Champion. Members may decline any such nomination if they do not feel they have the skill or capacity to fulfil the duties of the nominated role. Any such role is supplementary to their Board Member role.

## 4. Skills and experience

4.1 All Board Members are expected to have a minimum level of skill and experience to fulfil their duties. These are:

- Ability to sufficiently understand matters under discussion;
- Knowledge of the operation and purpose of the social housing sector;
- Knowledge of the legal duties of a Board Member as they apply to whg;
- Critical thinking and sound judgement;
- Ability to interpret financial and performance data;
- Knowledge of risk management;
- Knowledge of equality, diversity and inclusion;
- An understanding of health and safety;
- Communication and interpersonal skills;
- Self-awareness.

4.2 Additional specialist skills are required to ensure the Board operates to a high level of competence. Specialist skills relate to demonstrable experience acquired outside of the whg governance structure. Board Members may be recruited specifically for these skills.

4.3 As part of the annual appraisal process, Board Members evaluate their overall performance as well as their skills, aligned to whg's Board and Committee skills.

# Role Profile – Committee Chair

## 1. Purpose of the role

1.1 A Committee Chair is responsible for ensuring effective leadership of the Committee in fulfilling its duties as set out in each Committee's Terms of Reference.

## 2. Appointment

2.1 A Committee Chair may be nominated from the membership of the whg Board. The Chair is nominated and appointed by the whg Board.

## 3. Objectives

3.1 A Committee Chair is a whg Board Member throughout their tenure as Chair and must meet the responsibilities of a Board Member in addition to their responsibilities as Committee Chair, as set out in the Role Profile – whg Board Member.

3.2 To ensure the effective operation of its Committee, the Chair will:

3.3 Chair meetings effectively, encouraging all Committee members to make appropriate contributions and work as a team, whilst maintaining appropriate standards of conduct and behaviour in line with the Board and Committee Member Code of Conduct.

3.4 Ensure that:

- The views and needs of customers are at the heart of strategic decision-making with clear decisions reached and recorded and implementation monitored.
- Committee agendas are meaningful and reflect the key responsibilities of the Committee.
- Committee is provided with relevant, timely and accurate information.
- Assurance provided at each meeting is reported back to the Board.

3.5 Ensure that the views of all Committee members are sought before decisions are taken.

3.6 Liaise effectively with the Chair of the whg Board, including a feedback session after each Committee meeting.

3.7 Ensure that independent Committee members are kept informed of the key business being considered by the whg Board.

3.8 Ensure that proper and appropriate arrangements are in place for individual Committee member appraisals and ensure that action is taken on the results.

3.9 The Committee Chair will be expected to spend time on the following matters:

- Attending, Chairing and preparing for Committee meetings;
- Committee member appraisals;
- Attending Board Development Days;
- Attending learning and development sessions;
- Mentoring and supporting other Committee members;
- Fulfilling the responsibilities outlined above.

## 4. Expectations

4.1 The Chair is expected to comply with the expectations of all Board members, as set out in the Role Profile for whg Board members within the Governance Framework.

## **5. Skills and experience**

5.1 In addition to the skills and experience expected of all members of the whg Board, the Chair must have exemplary skills in:

- Chairing and leading a Committee;
- Building relationships with Board and Committee members, the Group Executive and external organisations;
- Demonstrating whg's values at all times.

## **6. Supporting documents**

6.1 Committee Chairs must act in compliance with the documents applicable to all Board members, including the Board Member Agreement and Board and Committee Code of Conduct. This Role Profile is supplementary to the whg Board Member Role Profile.

## **7. Review**

7.1 The role description and applicable skills are reviewed every three years and approved by the People and Governance Committee. Skills may be reviewed if there are material changes to the Corporate Plan or Strategic Risk Register.

# Governance Framework

## Terms of Reference - Customer Service Oversight Committee

### 1 Purpose

The purpose of the Customer Service Oversight Committee is to provide assurance to the whg Board on the customer experience, provide strategic input into the way that services are delivered and influence ways of improving the way services operate.

The Committee will have oversight of the delivery of core housing services and community investment services and provide the whg Board with assurance that insight into the views and needs of the customers (including insight into their concerns, satisfaction and complaints) is used to inform decisions where appropriate. The Committee will regularly seek assurance on the operation of customer safety measures.

The Customer Service Oversight Committee is a part of the governance structure for Walsall Housing Group Limited.

### 2 Responsibilities of the Customer Service Oversight Committee

#### 2.1 Compliance with regulation

- Monitor and assess performance and compliance with the Regulator of Social Housing's (RSH) Consumer Standards, assess improvements and report to whg Board any concerns or issues:
  - Safety and quality: repairs and maintenance; quality of accommodation
  - Neighbourhood and community: neighbourhood management; local area co-operation; ASB
  - Tenancy: allocations; tenure
  - Transparency, influence and accountability: customer service, choice, complaints; customer involvement and empowerment; understanding the diverse needs of customers
- Critically scrutinise self-assessments of compliance with the Standards, drawing on information and feedback provided through the work of the Committee and its knowledge of the customer experience, and recommend to whg Board for approval.
- To be able to ask for further data, evidence or views to be sourced assessments through whg Customer Engagement channels, groups or surveys or an independent body, where necessary
- Ensure that the Customer Annual Report includes the information that the Standards requires and any other relevant information the Committee deems useful
- Monitor and assess compliance with the Housing Ombudsman's Complaints Handling code.

## 2.2 Performance

- Scrutinise operational delivery of the housing management services including Community Housing, Stronger Communities, Neighbourhood Services, Income and Allocations, and Customer Services and their related strategies monitoring performance, assessing trends and using benchmarking where necessary to ensure that performance is in line with expectations set by the whg Board and with regulatory requirements
- Scrutinise operational delivery of asset management services including Home Maintenance Services, Building Safety, planned maintenance programmes and overall delivery of the accompanying strategies, monitoring performance, assessing trends and using benchmarking where necessary to ensure that performance is in line with expectations set by whg Board and the Regulator
- Monitor and scrutinise work in relation to customer safety to provide assurance to the whg Board that customer safety measures are appropriately implemented and customer health and safety obligations, as a landlord, are being fully met (including specific reference to issues such as damp, mould and condensation)
- Monitor and assess performance and compliance with the RSH's Tenant Satisfaction Measures (TSMs), and report to whg Board any concerns or issues
- Monitor complaints performance to provide assurance to the Board that whg operates an effective customer focussed complaints process which enables customers' concerns to be resolved quickly and easily, allowing customers to hold whg to account and ensuring that continuous improvement is delivered from customers' experiences
- Undertake deep dives or request reports in areas where the Committee feels it requires further assurance

The Committee may from time to time wish to review financial performance and value for money for each of these areas. This is usually done through Customer in the Room, which is open to all Board and Committee Members.

## 2.3 Customer Voice

- Provide assurance to the Board that there are effective mechanisms in place to gather and analyse views from customers and assess insight on customer related issues
- Ensure there are effective mechanisms in place, including consultation for whg to take customers' views into account before making decisions on important matters which affect them
- Ensure there is effective communication to customers on how their views and insight have influenced whg's actions and decisions
- Receive specific updates on customer involvement in new build development, regeneration projects and place shaping within communities
- Monitor trends and customer insight from a range of sources, including complaints, satisfaction surveys, petitions and social media:



- learning from this data and ensuring the information is used to drive improvements to the customer experience
- consider how representative this information is of the customer experience generally
- provide feedback to the whg Board on how effectively the customer voice is being heard and acted upon
- as appropriate, the Committee will take into account specific customer feedback and the wider customer 'voice' when reaching decisions.

## **2.4 Complaints**

- Make recommendations to the Board relating to RSH and Housing Ombudsman guidance or the requirements in respect of complaint handling or learning from complaints.
- Undertake deep dives into complaints where particular themes have arisen and/or Committee would like additional assurance

## **2.5 Community Investment**

The Committee will monitor the delivery and social value of community investment activities which includes Employment and Training initiatives, health, social care and wellbeing programmes.

## **2.6 Sustainability**

The Committee will have updates from time to time on the work relating to whg's wider sustainability agenda, the delivery of the Sustainability Strategy and Decarbonisation Roadmap and in particular, reference to the impact upon and links to customers.

## **2.7 Risk Management**

- Contribute to reviews of the relevant risk appetite
- At least annually, contribute to the Audit and Assurance Committee's reviews of strategic risk scores, controls and lines of assurance relating to Customer and Health and Safety risks
- The Committee will consider any risks associated with its remit and make recommendations to the Board as required.

## **2.8 Policy approval**

The Committee will approve or recommend for approval policies as delegated by the whg Board and ensure policies have had sufficient and appropriate customer involvement, particularly those which have a customer impact.

## **3 Reporting to the whg Board**

A Chair's assurance report for each Committee meeting will be provided to the whg Board (taking into account any matters of confidentiality) and the Chair of the Committee will have the opportunity to draw the Board's attention to any items or issues discussed.

The Committee will also provide an annual report to the whg Board on its activities including attendance of members, how it has fulfilled its terms of reference, commenting on overall performance and recommending any changes to its terms of reference.

## 4 Membership

- 4.1 Members of the Committee will be appointed by the whg Board. Members will be appointed for their skills and experience relevant to the role. The skills required for the Customer Service Oversight Committee are:

Essential	Desirable	Optional
Customer services, direct lived experience of (or particular insight into) the communities served by the organisation	Environmental sustainability, net zero, sustainability	Treasury management
Asset management and investment	New build development	
Regeneration, Place Shaping and Community Investment	Financial accounting and planning	
Health, Social Care and wellbeing	IT strategy, cyber security	
Health and safety	People including change and culture management, pay/reward/pensions	
Building Safety and compliance	Audit and business assurance	
Risk identification and management	Commercial/business management including growth and partnership working	
Social and affordable housing operation and purpose		
Performance measurement and management		
Equality, diversity and inclusion		
Governance, legal, compliance and regulation		
Employment and Training		

- 4.2 The Committee will comprise up to eight members to include at least three members from the whg Board and two independent Committee members (with appropriate/specialist knowledge). It is recommended that this Committee include members who are current customers of whg. Consideration should also be given where appropriate to members who are customers of another social housing landlord, or who have lived experience of social housing, and appropriate skills required to ensure the Committee overall has a high understanding of customer services.
- 4.3 Member appointments to the Customer Service Oversight Committee shall be for a period of one year, determined by the succession needs of the business. Any additional terms will be by approval of the whg Board and will usually be for no more than a total of six years unless the Board agrees that it is in the organisation's best interests to extend, up to a maximum of nine years in total. This will be the exception rather than the norm.
- 4.4 Appointments will be reviewed annually, as part of the annual review of effectiveness of the Committee and the individual appraisal process, to ensure that membership reflects the on-going skills and experience required.
- 4.5 If deemed necessary, up to two co-optees may be appointed to the Committee for specified time periods of no more than 12 months. Co-optees do not have voting rights and are appointed when there is a requirement for specialist skills, expertise or knowledge.

- 4.6 The Group Chief Executive, Corporate Director of Operations and IT, Corporate Director of Strategy, Assets and Transformation and the Corporate Director of Governance, Compliance and Communications have a standing invitation to attend. Other colleagues may be invited to attend as required.
- 4.7 Members are remunerated in accordance with the Board and Committee Member Remuneration Policy.

## **5 Quorum**

- 5.1 The quorum for meetings will be four members (to include at least one whg Board member). Attendance is defined as the ability to hear, speak and vote at the same time as other members.
- 5.2 Only appointed members of the Committee shall have the right to vote.
- 5.3 Decisions are taken by consensus. Where a vote is required, the outcome is determined by simple majority of Committee members present. If there is no majority, the Chair of the Committee will have a casting vote or may refer the matter to the whg Board for further consideration.

## **6 Authority**

The Committee is authorised by the whg Board:

- to investigate any matter within its terms of reference
- to obtain, at whg's expense, outside legal or other independent professional advice (within budgetary constraints imposed by the whg Board) on any matter within its terms of reference
- to secure the attendance of non-Members with relevant experience and expertise at meetings if it considers this necessary; and
- to seek any information, it requires from any colleague of whg in order to fulfil its role.

## **7 Chair and Deputy Chair**

- 7.1 The Committee will be chaired by a member of the whg Board.
- 7.2 The Chair will be appointed annually by the whg Board.
- 7.3 Committee Chair roles are remunerated in accordance with the Board and Committee Member Remuneration Policy.
- 7.4 There will be a Deputy Chair for the Committee who will be a member of the whg Board.
- 7.5 The Deputy Chair will be appointed annually by the whg Board.
- 7.6 Committee Deputy Chair roles do not receive any additional remuneration to a Committee member role.

## **8 Code of Conduct and Inclusion**

Committee Members must abide by the Board and Committee Member Code of Conduct. Members will ensure that equality, diversity, and inclusion is adequately considered in all discussions and decisions to ensure there is no direct or indirect discrimination against any person or group of people as a result of said activity.

## 9 Meeting Frequency and Location

- 9.1 The Committee will meet at least four times each year in accordance with requirements.
- 9.2 The Chair may convene additional meetings as deemed necessary and the whg Board may request the Committee to convene further meetings to discuss issues in which they would like to seek the Committee's advice or assurance.
- 9.3 By exception, approvals may be made outside of formal meetings through Written Resolution. Any such approvals are deemed to be passed if a majority of Members consent.
- 9.4 A meeting may be held in person, virtually or a mix of both (hybrid), at the discretion of its chair. Meetings held virtually or hybrid are deemed to have been held at the chair's location.

## 10 Minutes

All Customer Service Oversight Committee meetings shall be formally minuted by the Governance Manager or their nominee.

Minor amendments to these Terms of Reference may be authorised by the Corporate Director of Governance, Compliance and Communications.

- Reviewed by the whg Board: February 2024; amended by the Corporate Director of Governance, Compliance and Communications: July 2024

# BOARD AND COMMITTEE MEMBER RECRUITMENT - PRIVACY NOTICE

whg needs to collect and process information about you and your circumstances. Some of this information is personal data; this means it can be used to identify you. The law gives you rights around what happens to this personal information.

This Privacy Notice is for applicants for vacancies on whg’s Boards and Committees. It tells you who we are, what information we will collect, how we will use (process) it, how we will keep it and who we will share it with. It also sets out your rights.

## About whg

whg is a Data Controller registered with the Information Commissioner’s Office, registration reference Z667510X. “whg” means Walsall Housing Group Limited, a registered provider of social housing. Our registered company address is 100 Hatherton Street, Walsall WS1 1AB. More information about the group can be found on our website at [www.whg.uk.com](http://www.whg.uk.com)

The Data Protection Officer for whg is Suzanne Gill who can be contacted on [dataprotection@whgrp.co.uk](mailto:dataprotection@whgrp.co.uk).

## What information we process about you and why

This is the information we will collect/process and how we will use it:

DATA WE WILL PROCESS	WHAT WE WILL USE IT FOR
Your name, contact details (address, phone numbers, email address)	To record and monitor your application. To contact you about your application, for example to ask you to provide further information. To invite you for an interview where appropriate.
Application form / CV	To assess your suitability for the role
Personal information	To monitor equality of opportunity
Shortlisting and interview notes	To record the recruitment process
<b>CUSTOMER APPLICANTS</b>	
Review of any rent arrears / records of tenancy breaches or anti-social behaviour	To check your suitability for a board or committee position

\* Some of the above information that we need to collect is sensitive in nature and is considered to be in a ‘special category’ i.e. ethnicity, disability. You do not need to provide this information if you do not wish to do so however it will help us monitor diversity.

## Keeping your information

We will usually keep this information for:

- six months for unsuccessful applicants
- one year for successful candidates (shortlisting and interview notes)

If you are successful, we will keep your name, contact details, diversity monitoring statistics and application form and/or CV for as long as you remain on a Board or Committee.

We will store your information securely on our computer systems. We will dispose securely of all information when it is no longer necessary for the purposes of recruitment. whg uses the National Housing Federation’s Document Retention Schedule to determine retention periods.

## Who we will share your information with

We may share some or all of the information we hold about you with:

- Our recruitment provider (where used in the process)
- Any consultants that we may use to assist us with the shortlisting/interview process

We only share the minimum amount of personal data necessary to enable us to fulfil our legal obligations.

We will not sell your personal data.

## Lawful basis for collecting and processing your information

The law says that we have to meet a legal condition under the Data Protection Act 2018 before we can process (which includes sharing) your personal data. The conditions which apply for the personal data that we process for Board and Committee applicants are:

**Our legitimate interests:** when you are applying for a position on a Board or Committee, we need information about you to assess your suitability for the role.

The conditions that apply for processing special categories of data are as follows:

The processing is necessary to monitor equality in the recruitment process: ethnicity, disability.
Statutory or contractual requirements: None
Areas where we need your consent: Not applicable.
Your rights:  You have the following rights set out in law concerning your personal information – the right to: <ul style="list-style-type: none"><li>• be informed about how we process your personal data (which is why we have developed this Privacy Notice);</li><li>• have access to a copy of the personal information we collect and keep (known as a Subject Access Request);</li><li>• have inaccurate or incomplete personal data rectified;</li><li>• restrict processing of your personal data in certain circumstances, for example when you are contesting the accuracy or you object to the processing;</li><li>• object to processing for direct marketing or for the company's legitimate interests or performance of a task in the public interest, or for purposes of scientific/historical research and statistics;</li><li>• have your personal data erased in certain circumstances where there is no compelling reason to continue processing it;</li><li>• data portability, to enable you to receive a copy of your personal data in a machine readable format, allowing you to move, copy or transfer personal data easily to another company;</li><li>• object to automated decision making that would affect you significantly, in certain circumstances;</li><li>• claim compensation for damages caused by a breach of the Data Protection Act (this can only be done via the Courts); and</li><li>• withdraw your consent for whg to use or share your personal information where you have previously given us your consent for this.</li></ul>

## Automated decision making

There is no automated decision making involved in the recruitment process for board and committee members.

## Questions and concerns

If you have any questions about the way in which we collect, process and store your information please contact the Data Protection Officer.

## Right to lodge a complaint

If you have any questions about the way in which we collect, process and store your information please contact [dataprotection@whgrp.co.uk](mailto:dataprotection@whgrp.co.uk). If you have concerns about the way in which whg has handled your information you can speak to the Information Commissioner's Office <https://ico.org.uk/>

# Appendix 1 Personal Statement Template

[Please keep this to two sides of A4 as per the template, you can vary the size of each section as required however]

Your name:	
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Section 1	About you This is the part where you give us a flavour of you – a potted history.
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Section 2	Please show how you meet the expertise criteria and share some examples through work or other aspects of life experience that align with our requirements.
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Section 3	Show us why you are applying to whg – what is it about us that interests you? And how can you add value to our Board and organisation.
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Section 4	Anything else you think we need to know or you want us to consider in your application.
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## Appendix 2 Diversity and Inclusion Monitoring / Declaration

<b>Name</b>	
<b>Date of Birth</b>	
<b>Form completed (date)</b>	

We monitor the diversity of our Boards and Committees as part of our commitment to building a diverse and inclusive organisation. Information will be processed in accordance with the Board and Committee Member Privacy Notice.

Please tick to confirm you consent to whg's use of your personal data.

**Sex**  
Which one of the following best describes your sex? This should be your sex as described on your birth certificate or gender recognition certificate.

Female  
 Male  
 I prefer not to say

**Gender identity**  
Is the gender you identify with the same as your sex registered at birth?

Yes  
 No

If no, which of the following best describes your gender identity?

Trans(gender) woman  
 Trans(gender) man  
 Non-binary  
 I prefer not to say  
 Gender identity not listed, please describe: \_\_\_\_\_

**Marital status and living arrangements**  
Are you...

Single, that is never married  
 Married and living with your husband/wife  
 A civil partner in a legally-recognised civil partnership  
 Married and separated from your husband/wife  
 In a legally-recognised Civil Partnership and separated from your civil partner  
 Divorced  
 Formerly a civil partner, the Civil Partnership now legally dissolved  
 Widowed  
 Surviving partner from civil partnership  
 Living with someone as a couple

If living with someone as a couple (whether cohabiting, married or in a civil partnership), is this person...

The same sex as you  
 A different sex

**Sexual orientation**  
Which of the following best describes your sexual orientation?

Straight/Heterosexual  
 Gay or lesbian  
 Bisexual  
 Other sexual orientation  
 I prefer not to say

**Ethnicity**  
What is your ethnic group?

White  
 English, Welsh, Scottish, Northern Irish or British

- Irish
- Gypsy or Irish Traveller
- Roma
- Any other White background, please describe: \_\_\_\_\_

Mixed or Multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed or Multiple background, please describe: \_\_\_\_\_

Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background, please describe: \_\_\_\_\_

Black, African, Caribbean or Black British

- African
- Caribbean
- Any other Black, Black British, Caribbean or African background, please describe: \_\_\_\_\_

Other ethnic group

- Arab
- Any other ethnic group, please describe: \_\_\_\_\_
- I prefer not to say

**Religion**

What is your religion?

- No religion
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Buddhist
- Hindu
- Jewish
- Muslim
- Sikh
- Any other religion, please specify: \_\_\_\_\_
- I prefer not to say

**Disability**

Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?

- Yes
- No
- Don't know

(If yes) Do any of your conditions or illnesses reduce your ability to carry-out day-to-day activities?

- Yes, a lot
- Yes, a little
- Not at all

**Declaration**

By ticking this box, I declare that I am a [fit and proper person](#) and eligible to act as a trustee of a charity in England and Wales.

**How did you hear about this vacancy?**

- |  |   |   |  |
|--|---|---|--|
| <input type="checkbox"/> LinkedIn      | <input type="checkbox"/> Other social media | <input type="checkbox"/> Inside Housing | <input type="checkbox"/> Other housing publication |
| <input type="checkbox"/> Guardian Jobs | <input type="checkbox"/> HDN                | <input type="checkbox"/> whg website    | <input type="checkbox"/> Other                     |