

Exec and Non-Executive Recruitment Bulletin



Current

- **Group Chair (£27k), emh, East Midlands**
- **Chief Executive (£140,457 plus car allow), WHA, Warrington**

Article:

Beyond the Checklist: Why your Non-Executive CV needs a Point of View

January 2026



GROUP CHAIR

£ 27K • C. 5 DAYS PER MONTH



As one of the country's leading providers of social housing, development, and care and support, **emh group** delivers services that make a meaningful difference to the communities it serves. Our mission is simple and powerful: to provide homes and care that improve opportunities for people. emh group manages more than 22,000 homes, employs over 1,100 colleagues, and has a turnover of £152.5 million. Operating across 45 local authority areas, the Group continues to invest in a substantial development programme to meet long-term housing need.

The opportunity to become the next **emh group Chair** is therefore exceptionally attractive. Our incoming Chair will help steer the next phase of the Group's strategy by setting our overall strategic direction, engaging other emh Boards, influencing stakeholders, and maintaining the integrity of our governance. We are also ambitious to ensure that customer voices, perspectives and insights become ever more integrated into the board's work, and that we continue to drive strong performance from our diverse and established group structure.

Candidates will be able to show extensive experience of senior leadership (either executive or non-executive) within a complex and customer-focused organisation, and familiarity with the role and duties of the Chair is desirable - we expect you will already have experience of board leadership. We want to hear from people with impressive commercial ability, a track record of motivational leadership, and a personal commitment to the **emh group's** values. Sophisticated sector knowledge, including the regulatory and policy landscape, would be a definite advantage; and you must be skilled at strategic leadership, transformation and change in a complex operating environment. Strong candidates will be collaborative, ethical and have a strong sense of social purpose, and be ready to bring their energy, ambition and strategic expertise to the East Midlands.

Please visit **www.emh-changinglives.co.uk** to find out more.

For a confidential discussion please contact **Anne Elliott at ema on 07875 762029**.

Closing date: 13 February 2026

Proud of our past. Ambitious for our future.

Chief Executive

Salary circa £154,000

Warrington Housing Association (WHA) is a provider of quality homes and housing solutions, based in North West England. We own and manage just over 1,500 homes, including leasehold and shared ownership properties, and our customers include families, older people and people with additional support needs.

After half a century of serving our residents – and with a recent (November 2025) assessment of G1/V1 from RoSH – we're as passionate now as we have ever been about making Warrington a great place to live, in which the potential of individuals and communities can be realised.

The retirement of David Cummins in 2026 creates an unmissable opportunity to become our new Chief Executive. You'll inherit an organisation with a great reputation and an outstanding record of consistently high performance. And you'll be joining a professional, expert and customer-focused team of colleagues who are determined to make a difference.

We want to hear from candidates with the experience, vision and ambition to build on our success to date, working collaboratively and energetically with partners and customers to help us achieve our vision and to deliver our priorities.

For further information, please visit www.WHAjoinus.co.uk

For an informal discussion, please contact Ian Robertson at ema on 07947 126329.

Closing date: 6 February 2026





Beyond the Checklist: Why your Non-Executive CV needs a Point of View



Are you strategic about your CV or are you just documenting your past? writes ema consultancy MD Anne Elliott.

For social housing Board and Non-Executive appointments, a CV that lists roles and responsibilities is not enough. A CV with intent is what gets noticed.

Shortlisting is not about who has done the most. It is about who makes sense for *this* organisation, *at this* moment. Boards are not recruiting history. They are recruiting judgement, perspective and future contribution.

Too many candidates treat their CV like an archive. Strategic candidates treat it like a business case.

That means being clear about the value you bring to a Boardroom, not just the positions you have held. It means demonstrating how you think, how you challenge constructively and how you add value in complex, regulated environments where governance, culture, risk and delivery all intersect.

Know your value before you try to sell it

Being strategic starts with knowing your value, and that works on two levels.

First, your core values. What matters to you. How you like to work. What energises you and what drains you. When your work aligns with these, you are more effective and credible as a Non-Executive. When it does not, no job title will compensate.

Second, the value you offer Boards. Not tasks completed, but outcomes delivered. Problems solved. Insight provided. Momentum created. This is especially critical in social housing, where Boards need people who can balance purpose with performance.

When those two align, your CV stops being a list and starts telling a story.

Stop listing jobs. Start defining who you are.

Instead of defaulting to job titles and timelines, ask better questions:

- What am I genuinely good at?
- What motivates me?
- What do people rely on me for?
- What would colleagues say I bring to a team?
- What skills do I want to use more of?

This self-awareness gives you a clear personal profile. Recruiters don't just want experience. They want context. They want to understand how you think, how you work and where you add value.

Every CV should be bespoke. No exceptions.

If you're sending the same CV to every role, you're doing it wrong.

Your CV should speak directly to its audience. That means researching the organisation, its culture, its challenges and its people. Look at their website, social channels, press coverage and competitors. Pick up the phone. Ask questions. Learn what matters to them.

Then tailor your CV accordingly. Not by exaggerating, but by *prioritising* the most relevant parts of your experience.

Prove your worth. Don't claim it.

Anyone can say they're a great candidate. Few bother to prove it.

Focus on impact. Results. Change. Benefits delivered. Show how your work made a difference and what that means for them going forward. Employers hire for the future, not as a reward for the past.

Your headline matters more than you think

Your opening statement has seconds to work.

Keep it to four lines max. Make it specific. Sum up your experience, your strengths and the value you bring. If it doesn't spark interest immediately, the rest won't get read.

Avoid the basics that trip people up

It's surprising how often strong candidates fall at simple hurdles:

- Incorrect contact details
- Grammar and spelling errors
- A LinkedIn profile that doesn't match the CV
- Undeclared conflicts of interest
- Trying to cram everything in

Polish matters. Credibility is fragile.

Think direction, not just application

The strongest CVs are written with purpose. They reflect where you are going, not just where you have been.

For Board and Non-Executive roles in social housing, this matters more than ever. Organisations are navigating regulation, financial pressure, reputational risk and rising tenant expectations. They are not looking for passengers. They are looking for people who understand the landscape, can add perspective and will contribute meaningfully from day one.

Be selective. Apply for roles that genuinely fit your skills, values and strategic direction and make that alignment clear in your CV. When you do, your applications gain traction and your Board career develops with intent rather than chance.

Key takeaways

1. Know your value

Understand both your core values and the value you bring to Boards so your CV reflects who you are, not just what you have done.

2. Write with intent

Treat your CV as a business case for your appointment, not a record of employment history.

3. Prove impact

Focus on outcomes, judgement and contribution rather than task lists or role descriptions.

4. Make the headline count

Your opening statement should quickly and clearly communicate why you make sense for the role now.

5. Get the basics right

Accuracy, consistency and clarity are non-negotiable. Credibility is easily lost and hard to regain.

A strong CV is not longer. It is smarter. It has a point of view.

If you would like an informal conversation about creating a CV that clearly reflects your value and direction, you can contact Anne Elliott at anne.elliott@emaconsultancy.org.uk

If you would like to register for our candidate database, please email
enquiries@emaconsultancy.org.uk



www.emaconsultancy.org.uk
enquiries@emaconsultancy.org.uk

 [@EmaConsultancy](https://twitter.com/EmaConsultancy)

 [ema-consultancy-org-uk](https://www.linkedin.com/company/ema-consultancy-org-uk)