

Exec and Non-Executive Recruitment Bulletin



Current:

- **Board Members, Syncora & Calico Homes: £5,650**

Article:

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

August 2026

Board Members Syncora & Calico Homes

£5,650 • c. 12 days per year • East Lancashire



The Calico Group is a well-regarded group of specialist companies and charities working across communities in Burnley and East Lancashire. We don't just provide high-quality homes and safe neighbourhoods; we also (through Syncora) offer a wide range of health, care and support services that help people live stronger lives. We're passionate about our role in building flourishing communities, and our partners value our commitment to a long-term vision that delivers for everyone.

We're now looking for committed people to join the boards of two of the companies in our Group, Syncora and Calico Homes. In this vital and rewarding role, you'll set and review your organisation's purpose, mission, culture, behaviours and values; ensure that a strong, future-proofed strategic plan is in place to deliver the company's objectives; and oversee our shared contribution to the Group's purpose and impact. We'll ask you to hold the voice of our customers at the heart of everything we do, to promote equality, diversity and inclusion, and to set the highest expectations for governance, compliance, risk and assurance.

We're particularly keen to hear from people with finance and / or strategic development expertise (Calico Homes); and for Syncora, people & culture and finance.



For all roles, we're looking for candidates with experience of senior leadership (either executive or non-executive) within a complex and customer-focused organisation, and a good understanding of the non-executive role. You'll have a track record of working in alignment with our values, and will bring an absolute commitment to excellent customer service. Strong candidates will be strategically astute, collaborative, exemplify a strong sense of social purpose, and be ready to bring their experience, insight and energy to our work.

We believe that diversity of thought, experience and background leads to stronger governance and better decision-making. We are committed to creating an inclusive board and actively encourage applications from people who are currently underrepresented in board-level roles, as well as those bringing professional expertise, community insight or lived experience. If you share our values and have the commitment to help shape our future, we would love to hear from you.

Please visit www.calicobords.co.uk to find out more. For a confidential discussion, please contact Lorna Lee at **ema** on **07984 383460**.
Closing date: 3rd September 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



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