



Recruitment of Board Member

Recruitment Pack

Dear Applicant,

July 2010

Barnet Homes – Board member recruitment

Thank you for your interest in this position. Enclosed is the information you will require to assist you in applying for the role.

To apply please can you:

- Provide an up-to-date CV which shows your full career history with any breaks explained – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this should be a maximum of around three pages;
- Fill in the attached compliance and equal opportunities forms;
- Indicate if you cannot attend any of the interview dates.

Please ensure your full name is on all documents and note that applications can only be considered if all the documentation is completed.

It is not mandatory to complete the equal opportunities form. The information requested is purely for equal opportunities monitoring purposes in line with our commitment to equality and diversity, is not passed on to the employer and will not affect the outcome of your application.

Applications should ideally be e-mailed to recruitment@campbelltickell.com or posted to Campbell Tickell (Recruitment), Olympic Office Centre, 8 Fulton Road, Wembley HA9 0NU.

Applications must be received by Friday 6th August 2010 at 12 noon.

If you do not receive confirmation of receipt of your application within 24 hours, please e-mail or call Jade Blackburn to ensure it has arrived on 020 3434 0990 or jade@campbelltickell.com to avoid disappointment.

Should you be shortlisted for interview, the interviews will be held week commencing 16th August 2010.

If you have any questions, please feel free to contact me on my mobile 07828 946 651 or jackie.carter@campbelltickell.com.

We look forward to hearing from you.

Yours sincerely,

Jackie Carter
Associate HR Consultant

July 2010

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Equal opportunities monitoring and compliance forms
- attached separately to download from www.campbelltickell.com

Further information on Barnet Homes can be found at
<http://barnethomes.org.uk>



July 2010

Dear Applicant,

Having now matured as an ALMO, this is a very exciting opportunity to shape the future direction of Barnet Homes and help us to build on our successes and make the transition from good to excellent.

We are an ambitious and dynamic organisation that is keen to develop new business and is striving to deliver more for less in these challenging times.

The Board will play a key role in setting the future direction for Barnet Homes and ensure its ongoing success and future viability. We are therefore seeking an independent director with business acumen who is also a qualified accountant to complement the existing skills on our Board and Executive Team. The role is non-executive and we seek someone who is able to maintain a strategic focus without getting drawn into operational detail and who can bring a creative approach and longer term perspective to problem solving.

In return, you will have the opportunity to work with a diverse and skilled team and know that the services being delivered on the ground truly make a difference to our residents.

If you can meet these challenges we very much look forward to hearing from you.

Vi Britchfield

Chair of the Board



About Barnet Homes

Barnet Homes was established as an Arms Length Management Organisation (ALMO) in April 2004. A 2 star rating by the Audit Commission in October 2004 and re-confirmed in 2007 unlocked £185m funding to bring our housing up to the Decent Homes standard. We are on track to complete this ambitious programme by April 2011.

We manage 15,000 homes on the Council's behalf including 3,900 leasehold properties and four major regeneration estates.

Our vision is set out in our 5 year business plan for 2010-2015 and states:

“Barnet Homes is about improving lives, not just housing. We want to provide quality homes that inspire pride of place and create vibrant and lasting communities”.

This vision is underpinned by the following 3 business aims which are central to all that we do:

- 1: To deliver excellent services for all our customers
- 2: To make the best use of resources by providing value for money services.
And developing new business
- 3: To manage our regeneration estates successfully

THE ROLE OF THE BOARD AND BOARD MEMBERS

The role of the Board

The Board has ultimate responsibility for the governance of the ALMO. The Board's role is to:

- Set the vision – *where is the organisation going and what are its goals?*
- Set the objectives – *Set out the key objectives which need to be met in order to realise its vision*
- Define the strategy – *the details of how the organisation will deliver the objectives*
- Define the core values – *how should the organisation act and behave*

Officers are responsible for implementing the strategy and report to the Board. Board members should not get involved in day to day management issues but should remain strategic.

The duties and functions of the Board include:

- Define and ensure compliance with the values and objectives of the organisation
- Ensure compliance with the Management Agreement, negotiated between the ALMO and the council
- Agree a Business Plan with the local authority
- Define and ensure compliance with the Business Plan through the agreement of:
 - Policies and action plans
 - Budgets
 - A framework of delegation and system control
- Monitor the organisation's performance in relation to these plans, budgets, controls and decisions
- Approve each year's budget and accounts prior to publication
- Ensure arrangements are in place for urgent decisions to be made in between meetings
- Agree policies and make decisions on all matters that might create significant financial or other risk to the organisation, or which raise material issues of principle
- Appoint (and, if necessary, dismiss) the Chief Executive and Company Secretary
- Satisfy itself that the organisation's affairs are conducted lawfully and ethically, within the terms of its constitution and within generally accepted standards of performance and propriety

The role of Board members

All Board members take a collective responsibility for decisions made by the Board. Each member should act only in the interests of the organisation and not on behalf of any constituency or interest group.

Board members must at all times comply times with the duties imposed by the Companies Act 2006 including:

- the duty to act within the powers of the Company,
- the duty to exercise independent judgement
- the duty to promote the success of the Company,
- the duty to exercise reasonable skill, care and diligence, and
- any other directors' duties set out in the Act as in force from time to time

Directors are also expected to:

- comply with the Company's policies, procedures and standing orders as set and amended from time to time by the Board,
- act in accordance the Constitution,
- uphold and promote the core policies, purpose, values and objectives of the Company (including its commitment to equal opportunities),
- contribute to and share responsibility for decisions of the Board and/or any Committee of which you are from time to time a member,
- attend induction, training and performance review sessions and other such sessions or events as are reasonably required by the Company,
- read Board and/or Committee papers (as applicable) before meetings,
- represent the Company when requested,
- act in the best interest of the Company at all times.

Each Board member will be given a copy of the Code of Conduct and service agreement specifying the Board member's obligations, and should sign a copy to indicate acceptance.

The Board will regularly review the effectiveness of their own Governance arrangements.

INVOLVEMENT REQUIRED

Being a Board member would require:

- Participation in an induction programme in order to become familiar with the business and workings of the Board
- Regular attendance and preparation for Board meetings (estimate 6-8 meetings a year)
- Regular attendance and preparation for Sub-group meetings (estimate 6 a year minimum – subject to current review. There may also be additional meetings to this.
- A residential Board ‘away day’ at least once a year
- Attendance at significant company events e.g. AGM, annual Open Day, etc.
- Participation in appraisal and review – on a one to one basis with the Chair/ Vice Chair and also with the whole Board
- Attendance at development events (based on Board and individual needs)

At the time of drafting, the frequency of board and sub-group meetings is under review.

The Board and many of the sub-group meetings take place in the late afternoon and evenings but usually finish by 20:30 hours.

Additional responsibilities and duties attach to certain board positions e.g. Board Chair and Vice-Chair and Chairs of the Sub-Groups. These positions will be elected annually by the Board/Sub-groups after each AGM.

PERSON SPECIFICATION

Skills and abilities of Board Members

To discharge their responsibilities for the direction of the organisation, Board members should have or acquire a diverse range of skills, competencies and experience. These should cover the following broad areas:

- working as an effective team to take strategic decisions for social outcomes;
- direct knowledge of the needs and aspirations of the communities and people served;
- general business, financial and management skills;
- other relevant skills, such as legal, property and development, and public affairs

PERSON SPECIFICATION FOR INDEPENDENT BOARD DIRECTOR

Skills/ Experience
Show experience or the capacity to learn about working with a Board in a professional or voluntary capacity, including reading documents in preparation for meetings
Show an ability to bring a skill in a relevant area e.g. governance, property, law, HR, housing management, finance, health, community welfare, procurement, or business development to the Board and show the ability to share this skill with other directors to assist their development in a specialist area.
We are currently seeking an independent director who is a qualified accountant and with excellent business skills and experience of working in companies at a strategic level
Show an understanding or the ability to develop, an understanding of the principles of effective governance
Demonstrate knowledge of the local area, community issues and an understanding of local residents' concerns (desirable)
Available and willing to attend evening and occasional daytime meetings including training sessions
Experience of using computers or willing to undertake training in basic computer skills
Demonstrate an understanding of, or willingness to undertake training in equal opportunities, both in service delivery and provision
Prepared to attend meetings with residents to discuss housing issues
Reside within the Greater London area
Prepared to participate in regular board development activities
Behavioural competencies:
<u>Team working</u> Shows complete commitment to team goals and values – even when in conflict with personal ambitions Acts to create a positive, friendly and supportive working environment Values and respects diversity of opinion

Communication & Influencing

Presents own case in a logical manner supported by sound evidence, justification and rationale

Builds support for ideas and lobbies behind the scenes, ensuring that talk is turned into worthwhile action

Presents in a highly skilled, confident way and commands respect

Analysing and Decision-making

Simplifies highly complex business situations to identify key issues and priorities

Demonstrates broad business knowledge and sound judgement in generating ideas and robust strategies to shape future business

Introduces leading edge, transformational ideas for the business

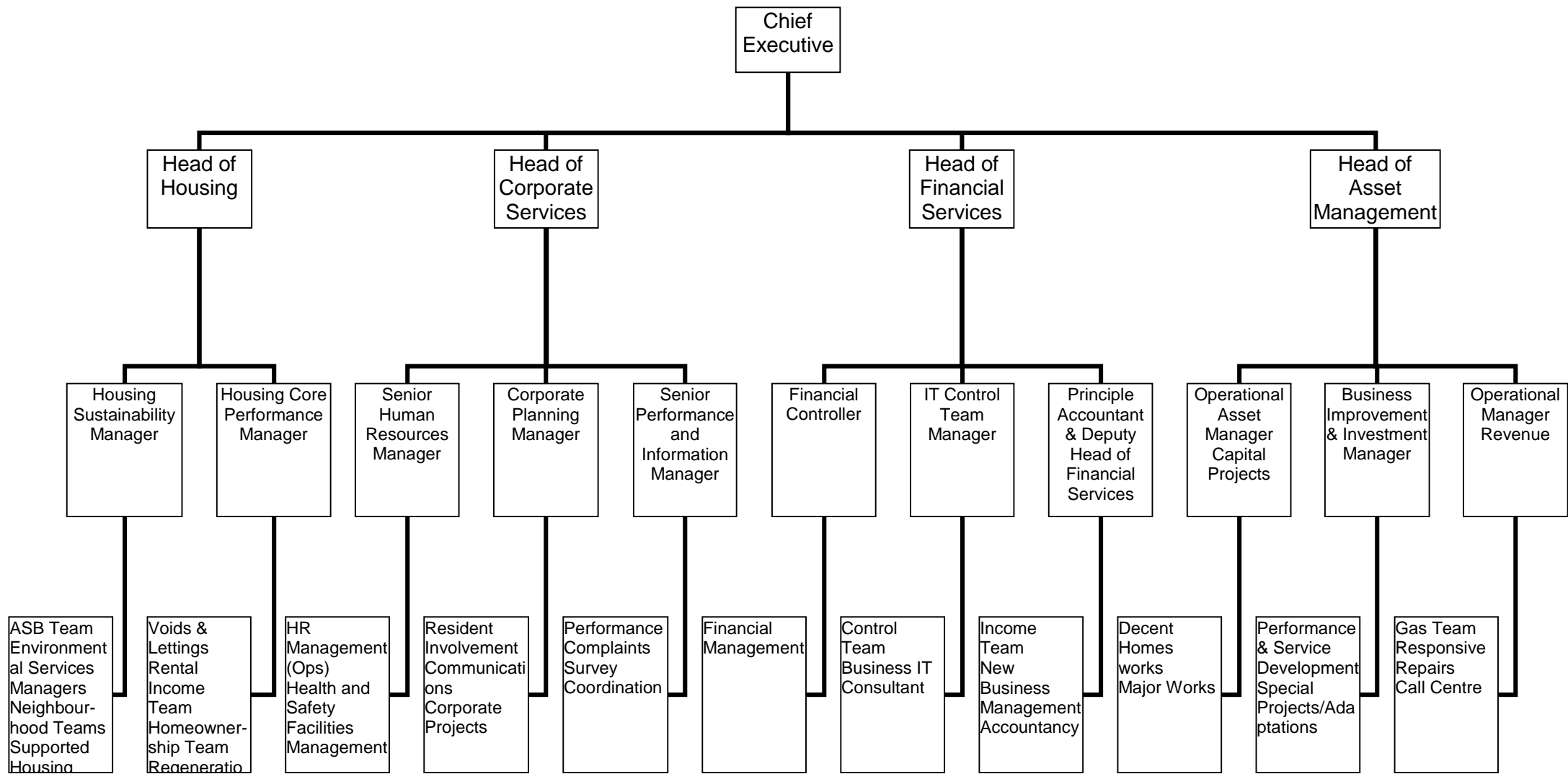
Adopts an enquiring approach and constructively challenges

Customer Focus

Displays tact and diplomacy

Champions the needs of customers and actively creates a customer-focused culture

Continuously scans environment to take advantage of opportunity and respond to threats



COMMITTEE STRUCTURES

The Board comprises:

- 4 residents
- 4 council nominees
- 4 independent members
- 1 co-opted board member

Resident places have been allocated on the following basis:

- 3 tenants
- 1 leaseholder

Council nominees have been allocated on the following basis:

- 1 nominee from each political party: Conservative, Labour and Liberal Democrats (councillors)
- 1 Council appointee (not councillor)

Election of Board Members

Board directors can serve for up to 3 terms of office (9 years in total) and there is a rotation system for retirement (outlined on the Scheme of Delegation).

Board Sub-committee structure

The Board's structure currently comprises the Main Board and two Sub-groups:

- Business & Resources sub-group (new business, business planning, budgets, IT, VfM and risk management, HR matters, office accommodation and communications and publicity)
- Standards & Asset Management Sub-group (excellent services and customer involvement, decent Homes and investment)

This is currently subject to review.

In addition we have the following other committees which are convened as and when required:

- Remuneration & Nomination Committee (remit: senior management team and senior executive performance, remuneration and terms and conditions)
- Standards & Ethics Committee (remit: board and senior executive code of conduct)

PRINCIPAL TERMS AND CONDITIONS

(For information purposes only)

1. Position

Board Member

2. Remuneration

£2,000 per annum paid monthly in arrears

3. Commitment level

1 to 2 days per month

4. Location

Barnet House
1255 High Road
Whetstone
N20 0EJ

How to get there:

Tube: Totteridge and Whetstone (Northern Line)

5. Expenses

Board members can also claim business expenses e.g. mileage/ travel to and from board meetings and carer's allowance subject to providing receipts etc.

6. Other

Board Service Contract

All board members irrespective of whether they receive remuneration or not, are required to enter into a service agreement with Barnet Homes which sets out the expectations required of the role.

Code of conduct and declaration of criminal offences

All board members are also required to sign the Directors' code of conduct and declaration.

KEY DATES

- Closing date for completed applications Friday 6th August 2010
12 noon
- Long listing exercise w/c 9th August 2010
- Interviews w/c 16th August 2010 (TBC)
- Final notifications Friday 20th August 2010