



Homes for Haringey

Recruitment Pack

Board Members

November 2017

Your application

Dear Applicant

Thank you very much for your interest in these positions. On the following pages, you will find details of the roles and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in the position, detailing how you are a good candidate and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to:
HfH@campbelltickell.com

Applications must be received by Wednesday 3rd January 2018 at 9.00am

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on **07539 373827** or **020 3434 0990**.

Kind regards

Yvonne Frayling

Senior Associate Consultant

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Welcome letter

Thank you for taking the time to look into the roles we are recruiting.

I joined the Board as Chair in September 2017 and have already been busy reaching out to our partners to better understand how Homes for Haringey is perceived, how we're performing and how we'll work together in the future - delivering for our communities, as we respond to the challenges that face the sector and our residents and the opportunities that present themselves in this dynamic borough, including the largest regeneration programme in England. I have been genuinely reassured by my findings and I'm confident and excited that we have a very solid platform on which to build our future. Our partnership with Haringey Council is excellent. The 10-year Management Agreement was extended in 2016, a decision based on the organisation's strong performance, ability to constantly deliver, exceed efficiency targets and achieve strong value for money. We're also well placed to support the Council in addressing the challenges of tackling homelessness and delivering their strategic commitment to growth in the supply of housing and job opportunities and play a pivotal role in the Haringey Development Vehicle, which will deliver large scale housing growth and sustainable regeneration. Resident consultation and engagement is a central part of our business and our Resident Scrutiny Panel has a strong national reputation. We run a very successful 20/20 project, getting young people into training and jobs. As a Gold level Investor in People we offer a range of apprenticeships and a commitment to ongoing learning and development.

The Board is now looking for two independent Board members; who working as part of a team, will provide leadership and direction in managing the business and ensuring that we are compliant in all our legal and regulatory obligations. We are looking for a qualified accountant (e.g. CIPFA), ideally with a background in ALMO finance for the one role and a background in strategic asset management, ideally gained in social housing for the other. You will be committed to social housing and excellent customer services and be highly strategic, offer constructive challenge, be an excellent team player and ambassador and possess high levels of integrity. Prior board experience is not a prerequisite for either role.

We are currently recruiting to our MD post and this will be concluded by the end of the year. I think you will agree this is an exciting time to join our ambitious board, who will support a highly competent, committed and long-standing Executive Team, delivering great things for our communities.

If you are excited by our proposition and keen to make a major contribution in one of London's most exciting, ambitious and diverse boroughs, then we look forward to hearing from you and in the meantime, urge you to talk to Yvonne Frayling at Campbell Tickell (our retained recruitment consultants) for a confidential discussion about these roles.

Yours sincerely

Aman Dalvi

Board Chair

What we do

Who we are

Homes for Haringey (HfH) is an Arm's Length Management Organisation (ALMO), set up in April 2006 to manage Haringey's council housing. It is wholly owned by Haringey Council.

Our Vision

'Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.'

Our Aims

Our strategic aims are directly aligned to the Council's housing aims of improving help for those in housing crisis and driving up the quality of housing for all residents:

- Work in partnership to prevent homelessness and help those in housing need
- Provide excellent housing management services and improve life-chances for Haringey residents
- Improve existing homes and increase the supply of high quality affordable housing

Our Values

We serve a diverse community and are:

Business-like

- Innovative, proactive and skilled at providing solutions
- Competent, qualified and have all the professional, technical and personal qualities in place to do a good job
- Manage resources well

A trusted partner

- Solid and dependable
- Do everything we say we will do
- Look to the future



What we do

Homes for Haringey

- manage around 16,000 tenanted and 4,500 leasehold properties.
- employ around 570 staff (excluding our Direct Labour Organisation - HRS)
- has a turnover of c£50m
- has c3,000 households in temporary accommodation

and also has:

- its own in-house repairs service (Haringey Repairs Service) with around 180 staff which carries out around 60,000 repairs to council homes every year.

While Haringey Council owns the homes and takes overall responsibility for housing policy and strategy, Homes for Haringey is responsible for the day-to-day management of council homes, including:

- Housing management
- Home ownership services
- Supported housing
- Resident involvement and community engagement
- Day to day repairs
- Planned repairs
- Major Works
- Asset management

And it also manages the following services on behalf of Haringey Council:

- Assessing homelessness applications
- Housing advice & options
- Temporary accommodation (support and management)
- Private sector lettings (PSL)
- Hearthstone (domestic violence support)

About the role of the Board

The Homes for Haringey Board ensures that Homes for Haringey delivers a high-quality housing service whilst operating in the best interests of residents and within its defined legal and regulatory frameworks. The Board is focused on leading Homes for Haringey to achieve its objectives efficiently and effectively. As an ALMO, our board is constituency based which means we have a set number of representatives from different backgrounds.

The Board of Directors comprise independent members and representatives of the Council and residents. The latter reflect the importance of resident involvement in our governance and decision-making processes. We can have up to four people from each of the following constituencies;

- Residents of Homes for Haringey (one of which can be a leaseholder)
- Independents (usually people who have relevant professional expertise but do not have to reside in Haringey)
- In addition, we also have three councillors and a Board Chair.

The members of the Board have a wide range of experience and interests but they have two things in common: a real affection for Haringey and a desire to improve the borough's council housing. All our meetings, which are held in the evenings, are open to the public for non-confidential items of business.

Governance:

The main areas of governance for the Board to oversee:

Strategic planning – setting the strategy for Homes for Haringey, ensuring alignment with Council priorities, agreeing objectives and monitoring delivery against them.

Service delivery and performance – ensuring Homes for Haringey achieves target levels of performance and delivers high quality services to residents in accordance with its Management Agreement.

Risk management – the prediction and management of risks that could hinder the organisation to achieve its objectives.

Compliance – ensuring staff comply with legal and regulatory obligations as well as internal policy and procedure.

Financial governance - the framework which sets out the Board's policies and staff's responsibilities concerning the financial affairs and medium term financial strategy of the Company.

These arrangements are approved by the Board or via delegated authority at the Finance, Audit & Risk Committee.

Board Subcommittees

The Board has the power to create committees which focus on specific elements of the business to ensure greater time and scrutiny.

Committees are comprised of Board Members with applicable skills and/or knowledge. Committees can seek independent advice and assistance as necessary and the Board can also co-opt people to the committees to fill a vacant skills gap but they will not be able to vote on any decision items.

The Board currently has two subcommittees:

Finance, Audit and Risk Committee

This Committee meets quarterly and is responsible for ensuring that Homes for Haringey is effective at controlling the risks it faces in addition to the internal and external audit of the company.

Human Resources and Remuneration Committee

This is a confidential committee which meets three times a year. The Committee focuses on staffing as well as leading on high level strategic appointments such as the Managing Director and Chair of the Board.



Our Board

Aman Dalvi OBE - Chair of the Board

Aman brings almost thirty years' housing sector experience to the role – all of it London based. His experience spans local authorities, housing associations, trade and third sector bodies and ALMOs. He has held the role of Chair for a number of housing associations including Anchor, the largest social provider of housing for the elderly.

Aman has an MSc in Public Sector Management and is a Member of the Chartered Institute of Housing. He was awarded an OBE in the year 2000 for Services for Housing

Tom McGregor - Independent Board Member

Tom has worked in housing for some 28 years. He worked first as a general manager running a single homeless project, then for over 22 years with Genesis Housing Group and its subsidiaries where his key roles were as Managing Director of Pathmeads Housing Association, Group Director of Regeneration and from 2008 to 2012 as Chief Operating Officer and Deputy Chief Executive of Genesis. Tom has an MBA from Aston University Business School and is currently a freelance housing consultant.

Cllr David Beacham – Council Representative

David was born in Newport, South Wales and was educated at Bassaleg School and the University of Wales at Swansea. He graduated with a BSc (Econ) in 1975.

He has worked for London Transport and subsequently London Underground Ltd in a variety of accounting roles since 1975 and is currently employed as Management Accountant for Jubilee, Northern and Piccadilly Lines, Service Delivery Unit.

He has lived in Haringey since 1982 and was a founder member of both the Social Democratic Party and the Liberal Democrats. He has served as election agent for local, Parliamentary and European elections.

Anastasia Bloom - Independent Board Member

Anastasia's 20-year career in international investment banking gives her a culturally diverse outlook. Her current business interests include advising companies on matching capital with investment opportunities as well as working with founders on new business set-ups. Anastasia lives in north London and feels passionate about improving standards of living and creating a better community.

El-Farouk Cheik - Independent Board Member

El-Farouk Cheik has a BA in Foreign Languages at the Queen Mary University in East London and has been working for Tungston Network for 12 years. Prior to this, he has worked for 3Com Corporation. El-Farouk has volunteered in Mali and Senegal as well as having previous voluntary experience of teaching French at a girls' school in East London.

Cllr Joanna Christophides - Council Representative

Joanne has lived near Ally Pally all her life and has two sons who attend a local secondary school. She has been a councillor for Bounds Green since 2010 and is currently in her second year as Chair of Alexandra Palace and Park Board. For 17 years, until 2010, She was a caseworker for a number of London Labour MPs and now works for the Labour Party.

Until recently she was Secretary of the Friends of Albert Road Recreation Ground, and she has always been passionate about the benefits of all our green spaces in the borough.

Yvette Davis – Resident Board Member

Yvette is a coach, paralegal, restorative justice facilitator and trained cook with interests in social science, criminology/criminal justice, politics and community engagement. She has been a Haringey resident all her life and aims to bridge the gap between Homes for Haringey and the residents they serve.

Adzowa Kwabla-Oklikah – Vice Chair of the Board

Adzowa has been a leaseholder in Haringey for over a year and has a passion for public service. "I want the highest levels of service for residents, ensuring value for our money and pushing Homes for Haringey to keep driving up standards for all residents. High quality housing means homes in which people feel safe and warm, where access is provided for those who are less mobile and homes that are maintained to a high quality all the time. In cases where those standards fall short, I want to see repairs being carried out quickly and to a high standard."

Cllr Lorna Reith - Council Representative

Lorna has been active in the local community and was chair of the tenants and residents' association on the Ferry Lane estate, where she still lives and helped in the setting up of the Tottenham Law Centre. She has worked for both Haringey and Hackney Councils and was Chief Executive of Disability Alliance and spent 4 years as Vice-chair of London TravelWatch. As a local Councillor she has held various portfolios including, Cabinet Member for Community Cohesion and the Cabinet Member for Children and Young People. In May 2012 she stood down from the Cabinet to concentrate on work within her ward, Tottenham Hale. She works full-time as Chief Executive of Healthwatch Enfield

Georgina Walters - Resident Board Member

Georgina has lived in north Tottenham for over 30 years and is an active member within her local community. "As an active member of the community I want to use my skills to promote and build better communities and tackle important issues such as anti-social behaviour and help provide better housing services."

Our leadership team

Chris Liffen - Interim Managing Director (Executive Director of Property Services)

Chris joined us in July 2013 to head up our Property Services Department which includes Asset management, Mechanical & Electrical and Haringey Repairs Service (HRS) as well as our Health, Safety & Compliance team. He brings with him a wealth of experience in the Property refurbishment and Maintenance sector, having previously worked as Operations Director at Kier Islington and Senior Director at the Mears Group - a major social housing repairs and maintenance company.

Astrid Kjellberg-Obst - Executive Director of Operations

Born and educated in Belgium, and with two masters degrees to her name, Astrid has over 15 years' housing management experience, including senior roles at the Sanctuary Housing Association as Director of Strategy and Compliance and Director of Performance. Since 2010 Astrid has run her own consultancy, working with housing providers and businesses in the care industry, before joining us in March 2013.

David Sherrington - Interim Executive Director of Property Services

David has worked for Homes for Haringey since 2006 and most recently led on Corporate Governance, Communications and Project 2020, the organisation's youth outreach and employment initiative. Prior to living in London, David studied history at Leeds University and spent two years working for Leeds City Council, encouraging greater take up of welfare benefits.

Denise Gandy - Executive Director of Housing Demand

Denise joined Homes for Haringey following the unification with Community Housing Services in 2014. Denise has worked in housing for over 25 years, in a range of frontline and management roles relating primarily to housing needs and homelessness. She has also delivered service improvement projects and worked in strategy development, producing Haringey's first ever homelessness strategy.

Puneet Rajput - Director of Corporate Affairs

Puneet is a multi disciplined director with experience of working across the public, private and not for profit sectors. He has over 16 year's senior management experience as well as non executive experience of ALMO and housing association boards. Puneet is a governance professional, skilled in strategic leadership, organisational development and leading the delivery of corporate support services.

Job description

Responsible to:

The Board of Homes for Haringey through the Chair

ROLE PURPOSE:

The Board as a whole is collectively responsible for ensuring the long-term success of Homes for Haringey Ltd (HfH). Board members provide leadership and direction in managing the business of HfH and ensure compliance with all legal and regulatory obligations.

As a Board member you work as part of a team to decide the strategic direction of HfH and setting and monitoring plans that improve services to residents. You bring independent judgement to bear on discussions and ensure that the views of residents are considered in the decision-making process and that the Board is accountable to the Council and residents for the decisions it takes.

KEY RESPONSIBILITIES:

Leading the Business

1. Upholding, promoting and observing the core policies, purpose, values and objectives of HfH (including its commitment to equal opportunities).
2. Acting within its powers as set out in its Articles and governing documents.
3. Attending and/or carrying out induction, training and performance review sessions and other such sessions or events as are reasonably required by HfH.
4. Reading Board and Committee papers (as applicable) before meetings.
5. Being adequately prepared for and attending meetings of the Board and other Committees of which you are a member (unless there are pressing reasons).
6. Contributing to, and sharing responsibility for, decisions of the Board and any Committee of the Board of which you are from time to time a member.
7. Representing HfH.
8. Declaring any relevant interests or conflicts of interest.
9. Respecting confidentiality of information.
10. Maintaining high standards of governance, conduct and behaviour and raising any concerns with the Chair, Managing Director or the Company Secretary.
11. Defining and ensuring compliance with the values and objectives of HfH.
12. Considering and, if appropriate, approving each year's financial statements prior to publication and each year's budget and business plan.
13. Overseeing the establishment of a framework of delegation.
14. Overseeing the establishment and delivery of a framework for the identification and management of risk, ensuring that the Board receives regular reports on these and that systems of risk management and control are robust and effective.
15. Agreeing policies and decisions on all matters that may create significant financial or other risk to HfH, or which may raise material issues of principle.
16. Monitoring HfH performance in relation to its plans, budgets, controls and decisions and also in the light of customer feedback and the performance of comparable organisations.
17. As part of the Board of Management appointing (and, if necessary, dismissing) the Managing Director.

- 18.** Satisfying yourself that HfH's affairs are conducted lawfully and in accordance with generally accepted standards of performance and probity.
- 19.** Acting in good faith, with care, diligence and skill, ensuring that decisions are taken in the best interests of HfH.
- 20.** Fostering good working relations and a shared understanding with other Board members, the executive and Council Leadership.

Health and Safety

The post holder is required to comply with all health and safety at work policies, procedures and guidelines which form part of this role profile. The post holder must look after their own health, safety and welfare and be mindful of other persons who may be affected by their acts.

Equality and Diversity

The post holder is required to promote diversity in the workplace. It is the duty of the post holder not to act in a discriminatory manner towards anyone they have dealings with. The post holder should counteract such practice or behaviour in others by challenging or reporting it.

Safeguarding

HfH is committed to safeguarding and promoting the welfare of children and vulnerable adults and has procedures to this effect that must be followed. Safe recruitment of staff is central to this commitment, and HfH will ensure that its recruitment policies and practices are robust, and that selection procedures prevent unsuitable people from gaining access to children or vulnerable adults.

Risk Management

HfH is committed to developing a strong culture of risk awareness in our Board and staff. We expect all our employees and post holders to participate in risk awareness training and to apply the principles within their role. You should be able to recognise threats to the delivery of objectives, and also be expected to actively flag where they see potential threats to the business as a whole.

Person specification

Below is a list of competencies that you are expected to demonstrate or develop over time. It is not an exhaustive list but a guide as to what is expected at HfH.

Personal qualities, a Board member is committed to and upholds:

- a) HfH's aims and values
- b) The highest standards of integrity and probity
- c) HfH's equality, diversity and inclusion objectives

Applying specialist knowledge, a Board member:

- a) Is able to apply specialist knowledge and experience
- b) Is able to explain concepts and issues relating to specialist knowledge and experience

Self-management and development, a Board member:

- a) Prepares for, and attends, meetings
- b) Governs – does not manage (avoids acting operationally)
- c) Shows enthusiasm and commitment for HfH's work
- d) Respects confidences
- e) Is open to learning and keen to use new learning
- f) Is in touch and up to date with relevant issues

Team working and group decision making, a Board member:

- a) Respects the role of others and gains their trust and respect – inside and outside the Board
- b) Challenges freely and debates constructively
- c) Compromises when appropriate and sticks to the Board's decision
- d) Does not let personal relationships interfere with fulfilling the Board's purpose
- e) Respects the feelings of others
- f) Influences others through persuasive discussion
- g) Listens – allows others to contribute and sees others views
- h) Gives a reasoned thought through contribution and reaches conclusions based on a rational interpretation of the information available

Analysing and scrutinising, a Board Member:

- a) Analyses data to determine key issues
- b) Examines various facets of an issue and explores the implications of a proposal
- c) Spots any omissions from the presented information
- d) Offers appropriate comparisons and parallels
- e) Weighs up the pros and cons

Networking, a Board member:

- a) Attends events in addition to Board meetings
- b) Demonstrates loyalty to HfH
- c) Acts as an ambassador of HfH to create and maintain a good image of it
- d) Makes contact with people through appropriate channels

Principal terms and conditions

Position:

Independent Board Member (x2)

Remuneration:

These positions are not remunerated. Reasonable expenses in line with our expenses policy will be reimbursed.

Time Commitment:

A minimum of 40 hours (reading, preparation and attendance at meetings) per year is required to discharge the duties. This is spread over evenings and in some cases weekend meetings. In addition, you will be a member of such other Committees to which you are appointed.

Terms of Office

The maximum tenure length is three terms of three years (total nine years). Each term is renewed, subject to a satisfactory appraisal and the Board's skills requirements at the time.

Location:

Meetings will be held at Homes for Haringey's offices at 48 Station Road, Wood Green, N22 7TY.

Other Conditions:

You may not hold office for any registered political organisation while in this post nor participate in, activism or lobbying that may bring Homes for Haringey into disrepute.

Key dates and selection process

Closing date:

Wednesday 3rd January 2018 at 9.00am

The client meeting to agree longlisted candidates will take place on the afternoon of Tuesday 9th January 2018. Successful candidates will be informed the following day, Wednesday 10th January 2018. All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Tuesday 16th January 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel. Interviews will be held at the Campbell Tickell's offices in Wembley

Final Interviews:

Evening of Tuesday 23rd January 2018

Shortlisted candidates will be invited for a final panel interview with the selection panel

The selection panel will include:

- Aman Dalvi, Chair
- Adzowa Kwabla-Oklikah, Vice Chair HfH (and resident)
- Managing Director (TBA)
- Stephen Bull or Yvonne Frayling, Campbell Tickell (Observer)

We hope you will appreciate that we are seeking to get a balance in delivering a robust selection process that is not overly onerous for candidates. If you have any issues with the dates, please do speak to Campbell Tickell in advance of submitting your application.

Final interviews will be held at the Homes for Haringey's offices at 48 Station Road, Wood Green, N22 7TY.

Supplementary information

The following can be downloaded from www.homesforharingey.org

Annual Report 2016 and 2017:

https://www.homesforharingey.org/sites/default/files/hfh_annual_report_2016-17_final.pdf

Annual Accounts 2016 and 2017:

https://www.homesforharingey.org/sites/default/files/hfh_consolidated_financial_statements_2016-17_final_for_approval_page_2_amended_0.pdf

To find out more please visit the Homes for Haringey website:

<http://www.homesforharingey.org>

Media advertisement



BOARD MEMBERS

Homes for Haringey is based at the heart of one of London's most exciting, ambitious and diverse boroughs, managing over 20,000 homes and employing c700 staff. This is a great time to join us, as we look to our future, with our new Chair in post and on track to recruit our new MD by Christmas.

Our 10-year management agreement has been extended, based on our strong performance and ability to consistently deliver. We are currently developing a new five-year business plan which will feature objectives in relation to supporting one of the largest regeneration programmes in England as well as ongoing service transformation and development.

Working in partnership is fundamental to our success as we contribute to the borough's wider objectives of delivering housing growth, tackling issues such as housing supply and homelessness, capitalising on opportunities, delivering service improvements and putting our residents at the heart of all that we do, to achieve customer excellence.

We are now looking for two new independent Board members to join our ambitious board, working as part of a team, providing leadership and direction in managing the business, ensuring that we are compliant in all our legal and regulatory obligations and supporting our highly competent, committed and long-standing Executive Team. You will be a qualified accountant, ideally with a background in ALMO finance or have a background in strategic asset management, ideally gained in social housing. You will be committed to social housing and excellent customer services and will be highly strategic, offering constructive challenge, contributing to debates and collective decision making, as well as acting as an ambassador and possessing high levels of integrity. Prior board experience is not a prerequisite for either role.

For an informal and confidential discussion please contact Yvonne Frayling at Campbell Tickell on 07539 373 827 or 020 3434 0990. You can download the candidate pack from www.campbelltickell.com/jobs. Closing Date: Wednesday 3rd January 2018 at 9.00a.m.



Homes for Haringey





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