



Recruitment Pack

Independent Board members

September 2017

Your Application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role 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 this role, detailing how you are a good candidate for this post 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: bronafon@campbelltickell.com.

Applications must be received by Monday 16th October 2017, 12 noon

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 07948 978 804 or 020 3434 0990.

Kind regards

Mary Hope

Mary Hope

Senior Recruitment Associate

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Welcome Letter

Dear applicant,

Welcome to the information pack for roles of Independent Board member. In this pack you will be able to read about us and about what makes us special and we hope that you will really consider joining us. We are looking for some particular skills and experience as we move into the next phase of our history, so please review the information carefully before applying.

So what makes us special? We are established as a Community Mutual – a company owned by tenants and residents. With 8000 tenants and nearly 1000 leaseholders, the organisation has a membership of nearly 2000, many of whom are active participants who help drive and shape the future direction.

We do things differently. Not just a landlord, we are a social enterprise run by the Board and members with staff and volunteers who really make a difference. Volunteering programs include innovative projects such as Afon Youth, That Works Training Academy and Environmental Champions. We seize initiatives to develop Torfaen as a better place to live.

As a demonstration site for Direct Payments, Bron Afon met the strategic challenges of welfare reform head on. Having finished our capital investment programme to deliver the Welsh Housing Quality Standards we are poised to embark on new enterprises and have an ambitious programme developing new homes over the next few years.

We have recently reviewed our governance arrangements and recognise that because we operate in an increasingly complex business environment we need a more diverse variety of skills on our Board. With new governance arrangements and a new Chief Executive it will be exciting to be involved in this next stage of the our journey.

We are looking for talented people who have a variety of skills, a commitment to supporting communities with the mindset to shape and support our future development.

We are a different and diverse business. This is an opportunity to help lead our Community Mutual, to marry the drive from our members, and the very significant needs of our communities with the commercial imperatives to grow a successful profit for purpose enterprise and effectively manage the risks involved.

This is a great opportunity for someone who wants to work with the Board colleagues, Executive, staff, members, tenants and residents to make a real difference for people in Torfaen and its surrounding areas.

Yours faithfully

Alan Brunt

Alan Brunt

Chief Executive

About Us

Bron Afon was established in 2008 following the transfer of just over 8,000 tenants' homes and 350 staff from Torfaen County Borough Council. We have now completed the massive programme of works to bring all our homes up to the Welsh Housing Quality Standard, fulfilling our commitment to tenants at the time of transfer. This was Phase 1 of our development where we had to be very focused on delivering this major capital investment programme.

With a local focus, a turnover of £44m and over 500 staff we are large enough to make an impact yet small enough to be versatile and flexible.

When completed our new Corporate Plan will set out our vision and priorities for the next five years. These priorities will include becoming established as a successful developer of new homes in our region (we plan to build over 450 new homes in that time) building on our excellent reputation as an organisation whose work genuinely improves the lives of people who live in our communities; and creating a reputation for delivering consistently high quality housing, support and property services. Alongside these, we will be strengthening our business. We firmly believe all these priorities will be self-reinforcing.



Key to our success in 2018-2023 will be how well we build on our reputation as a trusted partner with local authorities, in our local communities and with Welsh government in its quest of 20,000 new affordable homes.

The Plan clearly demonstrates that we are far more than just a housing organisation. We are a social enterprise (a business with a social purpose) with our main aim being to “improve the quality of life and life chances of those living in our communities, with a particular emphasis on those facing disadvantage.” We want to make a positive difference to people’s lives by providing not just good quality housing but in many other ways too. As well as running our housing services to a high standard, we want to generate new business and enterprises, increase the skills and capacity of the local community, develop and support stronger communities and support those who need it most. One of the ways we are achieving our aims is that,



unlike almost every other registered social landlord, we have carried out the internal improvement programme to tenants' homes using our own staff rather than major contractors as we were able to achieve savings, achieve higher quality and ensure that we created new jobs and training opportunities for local people.

In addition to the homes we provide we also own significant other property including communal land, trees, playgrounds, garages, shops, roads and pathways and we want to make sure these are used in the best possible way. Our annual report, which is available on the website, sets out examples of some of the many ways we are achieving these outcomes.

Bron Afon's Aims

- To provide high-quality, energy efficient, affordable homes, high-quality communal areas and excellent services to tenants and leaseholders in Torfaen
- To promote and support vibrant, safe, clean and healthy communities working in close partnership with residents and the Council
- To run an open and democratic organisation with high levels of community involvement
- To use the resources we have to best effect in maximising other benefits to the community, including creating and sustaining local jobs, increasing skills and minimising negative impact on the environment
- To provide support for people who need it

Bron Afon's Values

- Cares about people and communities
- Is passionate about excellent service delivery
- Is innovative, creative and willing to take risks
- Listens and learns
- Respects and values diversity and promotes equality of opportunity
- Is trustworthy, open and honest in all it does
- Is accountable to the communities it serves
- Welcomes constructive challenge
- Involves people in decisions that affect them
- Has sustainability at the heart of its thinking
- Is proud to be a non-profit-making social business delivering a public service



About the role of the Board

The Board provides strategic direction and guidance on the running of Bron Afon, including making key decisions affecting the organisation, ensuring viability, determining strategies and policies, securing Value for Money, monitoring performance and ensuring that risks are effectively managed. Board members work collectively as a team in the best interests of Bron Afon to ensure our long term success in delivering our aims. Their role is to evaluate critically, constructively challenge and to work in partnership with the Executive Team and the staff to ensure that Bron Afon delivers on values and commitments, maximises all available resources and strives for excellence.

As a community mutual, Bron Afon involves shareholder members in the running of the organisation. At an operational level, shareholder members participate as volunteers, and monitor and report on the performance of front line services. At strategic level, shareholder members participated significantly in the development of our Corporate Plan and take part in task and finish groups reviewing and developing policies. Earlier this year we reviewed our involvement mechanisms, making it easier for people to get involved in things that really matter to them.

We have three committees and Board Members are also expected to sit on one of the these:

Staffing Committee, responsible for Executive Recruitment and remuneration, pay and pension policy, organisational development and learning.

Asset and Development Committee: responsible for making recommendations on major repair, improvement and refurbishment schemes, acquisitions and disposals, and new development schemes

Audit and Ethics Committee: responsible for advising and supporting the Board by giving them independent assurance on the adequacy and effectiveness of corporate governance, risk management and internal control. In particular the Committee gives a formal opinion to the Board on the audited accounts, including a Statement on Internal Control.

The Board

Andrew Lawrence

Andrew has been Chairman of the Bron Afon Board since December 2014. He is a Chartered Accountant who lives in the Vale of Glamorgan and has worked at a senior level in several organisations including Thames Water, WaterAid and the BBC. Having spent the majority of his career as a Finance Director in the commercial and not for profit sectors Andrew now concentrates on a portfolio of non-executive director roles. He seeks to use his leadership, strategic, commercial, financial and governance skills to help to lead and shape the strategic direction of organisations which provide a real benefit to society. More recently he was appointed a Director of Baptist Insurance Plc and is also a committee member of Sovereign Housing's Audit and Risk Committee.

David Michael

David is currently the Head of the Corporate Services Directorate for the National Library of Wales. Previously he had been the Director of Finance at the institution which, as well as being a repository for some of the nation's greatest historical treasures, is also one of the six copyright libraries in the UK and Ireland. His remit at the Library includes responsibility for finance, procurement, governance, IT, estates, security, human resources and the pension scheme. Before joining the Library he worked in various local authorities in audit and accountancy roles. He is an independent member of the Audit Committee of the National Heritage Memorial Fund and Heritage Lottery Fund. He is a member of the Chartered Institute of Public Finance and Accountancy and the Chartered Institute of Purchasing and Supply. He is a Welsh speaker, originally from Powys, but with family ties to the South Wales valleys.

Allan Giles

Allan was elected by tenants to the Board on 24th September 2011. Allan spent a number of years studying economics, history, politics and sociology at Aberystwyth and then spent time in a variety of professions. His voluntary activities have included Union Branch Secretary at Lucas Girling and the Citizens Advice Bureau. He is the Secretary of Communities First Trevethin, a Committee Member of a local charity Cold Barn Farm and a Committee Member for the Church Hall Trevethin.

Richard Clark

Richard was appointed to the Board by the Local Authority on 29th January 2013. He has been a Councillor since May 2004 representing the Croesyceiliog North Ward.

In January 2017 he became Deputy Leader of Torfaen Council and has the executive portfolio for Health, Adult Services and Wellbeing. Previously Richard was the Executive Member for Corporate Governance and Community Safety (2010-2013) and Executive Member for Regeneration (2008-2010). Richard also serves on the Croesyceiliog & Llanyrafon Community Council and as a Governor at Croesyceiliog's Primary and Secondary schools.

Patrick Harness

Patrick was independently appointed on 3rd January 2014. He is Director of Patrick Harkness Consulting Ltd. He has worked in the social housing sector for nearly 40 years and is a previous Chief Executive; and Chair of two housing and care groups; and Board Member of Shelter (England). Patrick has worked with many social care and community based organisations, as well as commercial enterprises which have an interest in community affairs. He has lectured at Cardiff Metropolitan University, been an Independent Adviser on service provider/user relationships. Patrick has designed and implemented Board appraisal processes, governance, stakeholder and customer engagement structures and shown a commitment to customer well-being in many roles he has fulfilled. He is a Trustee of MindMonmouthshire.

Veronica Crick

Veronica was appointed to the Board by the Local Authority on 27th February 2014. She has been a Torfaen Councillor since May 2012 for the Croesyceiliog South Ward. An Honours graduate of the University College of Wales, Cardiff she also holds a post graduate management qualification and was a Graduate of the IPM (now CIPD). Veronica has worked as a Telecommunications staff manager and local Council Clerk as well as in teaching. In recent years she has been Company Secretary of the Gwent Local Medical Committee. She has also worked in the voluntary sector and has been a Community Councillor since 1990 and a Magistrate for more than ten years. She is currently Council Executive Member for Performance Improvement & Corporate Governance.

Brian Jones

Brian joined the Board in April 2015 after successfully completing the "Be on Board" tenant development programme. Born in Garndiffaith and educated at Abersychan Grammar with further education at Pontypool and Crumlin Techs. Brian has ten years' experience in Housing and has worked in other sectors as an accounts manager and has also managed a small charitable company. For fifty years he has been involved in youth work and for twenty five years an independent assessor with the Duke of Edinburgh's Award Scheme. Currently Trustee of PROGRESS, Prostate Cancer Support Group for Gwent and S.E. Wales and on the committee of the Llanerch Memorial Trust and a member of Torfaen Museum Trust.

Mandy Eddolls

Mandy joined the Board on 23rd November 2015. She is a Fellow of the Chartered Institute of Personnel and Development and has worked in HR in both the public and private sectors. She spent 10 years working for a US IT company both in the UK and internationally, principally on the HR implications of Mergers and Acquisitions and then spent 12 years working for the Environment Agency, developing specialist knowledge in Employment Law, Industrial Relations and Reward. After leaving the agency in 2011, Mandy took a long term consultancy contract at Barclays Global, introducing harmonised employee policies across 60 countries, covering 160,000 employees.

Jessica Powell

Jessica was accepted as a Board member in March 2017 having been nominated by the Local Authority. Her background is in the third sector, working for youth and mental health charities, and she has been a Councillor since May 2012. Since then she has served on a wide variety of boards and committees, including the Gwent Police and Crime Panel and Maendy Primary and Croesyceiliog Secondary School governing bodies.

Executive Team

Alan Brunt, Chief Executive

Alan became CEO of Bron Afon in March 2017. He has extensive experience of working in the housing sector in a range of senior roles and across the UK. Since his appointment as CEO of a local housing association in Plymouth in 2002, he has operated as either CEO or MD of six separate associations either in interim or permanent roles.

Before 2002, he had a spell as a Regulation Manager for the then Housing Corporation. This after having been a Finance Manager and working in corporate strategy in Devon and Cornwall HA (now DCH Group). Before that he worked as a newly qualified accountant for KPMG in Bristol.

Professionally, Alan's passion remains making a difference for the communities we work within which we work and a huge commitment to organisational improvement.

Ian Simpson - Director of Community Housing and Support

Ian has 18 years experience in senior leadership roles with major housing association groups and community based landlords. He ran a successful consultancy practice before joining Bron Afon in 2011. His strong track record in housing management is complemented by considerable achievements in development and regeneration roles. Ian's project management skills and customer service ethos are best evidenced by his leadership of the development of an award-winning customer contact centre and as project sponsor for Bron Afon's customer service excellence programme. Ian's influence at the national level is reflected in his significant contribution to the development of the Social Landlords' Crime and Nuisance Group (now Resolve ASB), his work for Bron Afon with Community Housing Cymru and the DWP on welfare reform and latterly with Welsh Government on homelessness. Ian is a Fellow of the Chartered Institute of Management.

Neil Edwards - Director of Resources

Neil Edwards was appointed the Director of Resources for Bron Afon when it was set up in March 2008. Before that he was Director of Finance for Cardiff Community Housing Association for 8 years. Neil has worked in finance in the social housing and local authority sectors for over 25 years and before that taught in both secondary and further education. Neil has been a member of the Community Housing Cymru (CHC) Finance Forum since 2000 and contributed to a number of technical groups for CHC. Neil is a CIPFA member, and holds an MBA.

Amanda Attfield - Director of Organisational Development

Amanda is a highly experienced Human Resources and Organisational Development professional. She has worked in various senior roles, including Director level, in local government, shared services, and more recently in Housing joining Bron Afon in 2014. She has experience in the private, voluntary, and independent sectors, and during her career has led and supported transformational change, restructures, and delivered operational efficiencies. Amanda is Chair of the Welsh Housing Equality Network, and is a member of the Community Housing Cymru Strategic HR network. Amanda is a Fellow of the Chartered Institute of Personnel and Development and holds a post graduate qualification.

John Holman- Director of Property and Development

John joined us in May 2017 and brings extensive senior experience in delivering repairs, planned maintenance, regeneration as well as building new homes having worked in both the public and private sectors. He spent the last 5 years with Central Bedfordshire Council in a similar role and his previous positions include that of Chief Executive, Managing Director, Operations Director and Director of Housing. John served as a Major in the Army Reserves, and has held various non-Executive roles with several housing associations. His qualifications include an MA in Management, a Diploma in Building Surveying, and a Diploma in Management Studies. He is a Fellow of the Chartered Institute of Housing, a Fellow of the Chartered Institute of Building, and is a Member of the Royal Institution of Chartered Surveyors.

Role Profile

Job title:	Independent Board member
Job Purpose	
1.1	Lead in ensuring Bron Afon’s vision and values are put into practice.
1.2	Lead in establishing Bron Afon’s strategic direction, policies and standards.
1.3	Working with the Chief Executive, maximising the potential of the community mutual model.
1.4	Monitor performance against agreed targets and trends through critical appraisal of financial, performance and other relevant information.
1.5	Hold Management to account by constructively challenging proposals and scrutinising plans for improvement to performance and new activities.
Key Responsibilities	
2.0 Implementing the Bron Afon Community Model	
2.1	Ensure that decisions taken by the Board are in Bron Afon’s best interests and that its legal and governance responsibilities are met.
2.2	Constructively contribute to discussions, challenging proposals and new activities and scrutinise plans for improvements to performance against Bron Afon’s business plan, budget and targets.
3.0 Ensuring good governance	
3.1	Prepare for and attend Board meetings, constructively challenge information and each other, participate in discussions and decision making, share collective responsibility for and support Board decisions.
3.2	Participate in Committees, sub-groups or working groups as agreed.
3.3	Prepare for and attend Committee, sub-group or working group meetings as relevant.

Key responsibilities - continued

Representing the organisation

- 4.1 Act as an ambassador for Bron Afon externally, promoting the organisation and its achievements.
- 4.2 Lead in negotiations and discussions where this is deemed appropriate.

5.0 Personal Development

- 5.1 Maintain an understanding of the activities of Bron Afon through discussions with staff, members and tenants the reading of relevant materials and attendance at events and site visits as appropriate.
- 5.2 Attending training, conferences and seminars as appropriate and provide feedback to the whole Board

Person Specification

Criteria		Application	Interview
Qualification, knowledge and understanding	A relevant professional qualification in your area of expertise or/and a business degree.	X	
Experience	<p>Experience of working at a senior strategic level in an organisation of significant size and turnover within a regulated environment.</p> <p>We are looking for individuals with one or more of the following skills:</p> <ul style="list-style-type: none"> • Construction and Development of housing and related projects • Asset Management/Stock Valuation – in a housing context • An understanding of the Health economy in Wales and of working across public sector partnerships • Experience of developing policy within the Welsh context • Housing Management – managing social and affordable housing • Business Development – expertise in growing business, developing new commercial activities • Corporate Assurance skills or Governance experience 	X	
Skills and Abilities	<ul style="list-style-type: none"> • Strong interpersonal skills: Is a good communicator and a natural relationship builder. • Ability to scrutinise and challenge complex issues and underlying assumptions to ensure best decisions can be made. • Understanding of the sensitivity and complexity of issues dealt with in the Board and the need to respect confidentiality. • The ability to work collaboratively and respectfully with others to achieve a 	X X	X X X

Principal Terms and Conditions

Position:

Independent Board members

Remuneration Package:

This position is not remunerated. Reasonable expenses in line with our expenses policy will be reimbursed.

Location:

Meetings will be held at Bron Afon Community Housing, Tŷ Bron Afon, William Brown Close, Llantarnam Industrial Park, Cwmbran, NP44 3AB

Time Commitment:

The Board meets every other month (but usually not in August). There is an expectation that each Board member joins one of the sub committees, making best use of the skills Board members offer. These generally meet every quarter. In addition, there are occasional Task & Finish Groups and 1 or 2 awaydays during the year, and papers to read or items to agree outside of meetings. It is also essential that Board Members can attend Conferences and Seminars for training and development purposes. The Chair of the Board will also want to have meetings to provide support and guidance through the appraisal process.

Terms of Office:

The tenure length for a Committee member is four years, plus an additional four years. This can be renewed subject to a satisfactory appraisal and the Board's skills requirements at the time.

Key Dates and Selection Process

Closing Date:

Monday 16th October 2017 at 12noon

Testing and Information Gathering:

Shortlisted candidates will be asked to complete an on-line psychometric assessment on leadership style and approach.

Final Interviews:

Friday 3rd or Wednesday 8th November 2017

There will be an opportunity to meet with the Chair, Board members, staff and the Chief Executive followed by a role play scenario. This will be followed by a final interview with the selection panel.

Supplementary Information

The following can be downloaded from the Bron Afon Community Housing website:

Annual Report 2015/16:

<https://www.bronafon.org.uk/annual-report-2015-16/>

Group Report and Financial Statements:

https://www.bronafon.org.uk/uploads/04_Signed_BA_Financial_Statements_2017.pdf

Equality and Diversity Strategy:

https://www.bronafon.org.uk/uploads/BA_ED_e_10.pdf

To find out more please visit the Bron Afon Community Housing website:

www.bronafon.org.uk

Media Advertisement



Bron Afon

Independent Board members Torfaen, South Wales - Voluntary

More than a landlord and poised to grow both our social enterprise activities and our Property portfolio Bron Afon continues to break new ground, developing new properties and services to house, support, develop, and build the capacity of the people who live in the communities where we work. We respond to the challenges facing us and our communities, and regularly achieve formal recognition for doing so.

Our community mutual status is linked to involving people in decisions that affect them. We are about making lives better through the efforts of our members, staff and Board. Together, we have positive impact on the lives of 1,000s of people in Torfaen, the most easterly of the South Wales valleys, which includes the new town of Cwmbran.

We need the very best skills to lead us forward. We have reviewed our governance structure and are now looking for four talented and committed individuals to join our Board.

With senior strategic management experience in a complex organisation you will have professional expertise in one (or more) of the following areas: housing management, construction /asset management, policy development in a Welsh context, public sector partnerships – particularly health, developing new business streams or corporate assurance/governance. All candidates will need to be strategic thinkers, have financial acumen, and excellent interpersonal skills.

You will be a full member of the Board and join one of our sub committees, committing some 14 days a year to the work.

If you are interested in joining this unique and dynamic organisation please speak to our consultant Mary Hope on 07948 978 804 or 020 3434 0990. You can download a pack from www.campbelltickell.com/jobs.

Closing: Monday 16th October 2017 at 12noon

ct CAMPBELL TICKELL
RECRUITMENT



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