

Broadland Housing Association

Part of Broadland Housing Group



Recruitment Pack

Non-Executive Director Vacancy

June 2020



Welcome from the Chair and Chief Executive

Thank you for your interest in becoming a Board Member of Broadland Housing Association.

Since we were established in Norwich in 1963, Broadland has maintained a very clear sense of purpose: to help families and individuals in housing need access high quality homes in Norfolk and North Suffolk. Everything we do within the Broadland Group is connected to delivering this purpose.

We are a successful and growing organisation, with a capable and highly dedicated staff team. It is an exciting, but also challenging, time to join us. In 2019 we agreed an ambitious new strategy for the period 2019 – 2023, but obviously that was before the coronavirus pandemic with the resultant disruption to the services we provide to tenants and our working practices. The next year will be a period of continued change, as we adapt our services to take account of continued social distancing and undertake an early review of how we will deliver strategic ambitions in a changed world.

The Broadland Board is a capable and committed team, including individuals with a wide variety of backgrounds and experience. We are seeking to appoint a new Independent Non-Executive Director to the Board who will bring, along with broader capabilities, experience in either human resources and organisational development or the welfare system.

I hope you find this information pack helpful and, should you wish to be considered for appointment to the Board, we look forward to receiving your completed application.

If you would like to know more about this role or would like an informal conversation with either of us prior to applying, please contact Laura Baldock on 01603 750279.



Chris Ewbank, Group Chair



Michael Newey, Group Chief Executive



Broadland Housing Group

Introduction

Broadland Housing Association was established in Norwich in 1963, initially to provide affordable rented homes just in the Norwich area but over the succeeding decades has grown to provide homes for people who cannot afford the open market across Norfolk and North Suffolk.

The Association, still headquartered in Norwich, but with bases in Great Yarmouth, Colton, Dereham and Kings Lynn, provides not just housing and asset management services, but also has a maintenance workforce looking after responsive, cyclical and planned works.

Over the years we have established a Group structure with two subsidiaries, Broadland St Benedicts and Broadland Development Services, focussed on providing new homes across Norfolk and Waveney, and Broadland Meridian, a charitable fund, working with the Norfolk Community Foundation, supporting mental health and wellbeing charities in Norfolk.

Broadland Housing now employs over 230 people and is strategically led by 13 non-executive directors of independents and tenants over the four companies, working with an executive of five who manage the Group operationally.

What we were set up to do: -

Our primary purpose is to help families and individuals in housing need access high quality affordable homes in Norfolk and North Suffolk. Everything we do within the Group is connected to delivering our purpose. We are committed to playing our part in helping to solve the housing crisis and will stretch ourselves to do so. As such, we are members of Homes for Cathy, a national coalition of over 100 housing association in partnership with Crisis, who have made commitments to reduce homelessness in our areas.



Our Values and agreed behaviours

Our values form a central part of our working culture and how we want to work with tenants, employees, partners and stakeholders. All members of the Broadland Team, whether non-executive directors, staff or volunteers are expected to behave in ways that are consistent with our values.

Trustworthy

We will behave professionally and with integrity in a way that enables our tenants and partners to trust us

Honest

We will be open and transparent with our tenants, regulators and partners

Collaborative

We will work in equal partnerships with others to deliver our objectives

Innovative

We will be creative and imaginative in finding solutions that work for our tenants and partners, learning from successes and setbacks to deliver our objectives

Fair

We will treat our tenants and our staff fairly and with impartiality

Reliable

We will take ownership of issues and deliver against our commitments

Responsible

We will allocate our resources carefully to optimise the community benefits of our activities

The Board

Our Board is responsible for ensuring the success of the Association by setting and monitoring our strategic direction, by holding the Association's management to account and by ensuring our compliance with all legal and regulatory obligations.

The Board comprises the Group Chief Executive and up to 11 Non-Executive Directors (NEDs), who bring independent oversight, support, and constructive challenge to the Association's executive team.

Brief biographical profiles of our current Board Members can be found at <https://www.broadlandgroup.org/about-us/board-and-leadership/board-members/>

Brief biographical profiles of our Executive Directors who form the Group's leadership team can be found at <https://www.broadlandgroup.org/about-us/board-and-leadership/directors/>

We currently have two Board committees: -

- The Group Audit and Risk Committee
- The Remuneration and Nominations Committee

There is also Broadland Housing Association NED representation on the Boards of Broadland St Benedicts Ltd and Broadland Meridian Ltd



Board meetings

We are currently operating under Coronavirus restrictions and have temporarily moved all board and committee meetings on to Teams Video Conferences. These have provided successful and, once social distancing restrictions have been lifted, the Board will consider whether to fully revert to our previous approach to meetings or whether to adopt a hybrid model of a mix of online and face to face meetings.

Our pre-Coronavirus approach involves the board meeting formally six times per year at our head office in Norwich. Meetings, which start at 5.30pm, are normally preceded by an opportunity to meet members of the staff team at 4pm and then a presentation on either some aspect of Broadland's activities and performance or a sector update, before the formal meeting. Board meetings normally conclude between 7.30 and 8.00pm.

In addition, Board members are also expected to serve on one or more Board committees, if asked to do so, as well as participate in occasional training sessions, staff conferences, scheme openings, programmes to meet tenants and other meetings as necessary.

Board Away Days

In addition, we normally hold one or two Board Away-Days per year (usually on Friday and Saturday morning involving an overnight stay). Obviously, these are not being held during the pandemic, but will be reinstated as soon as safe.

The Away Days involve non-executive directors from all the companies in the Group, as well as the Executive Team, and so present a good opportunity to discuss strategy, as well as to get to know each other better.

Board Behaviours

Non-Executive Directors, when in a board, committee or other meetings, contribute independently, but respectfully, based on their knowledge, experience and opinions. They should not feel constrained in sharing their opinions due to the level of individual seniority or perceived / acknowledged expertise of either another Non-Executive Director or an employee of the Association at the meeting. It is important, for good governance, that all opinions are heard, especially on more difficult issues, before a decision is made.

All Non-Executive Directors are expected to publicly support formal decisions made by the Board, even if they do not privately agree with the decision made.

Individual Non-Executive Directors do not have operational authority within the Group and, apart from the Chair, who is the formal line manager of the Group Chief Executive, do not have any line management responsibilities and authority. Individual Non-Executive Directors, apart from the Chair, have no authority to act for the Association, unless that authority has been formally delegated to the named individual in respect of a duty or task from time to time.



Board skills and experience

There is an approved skills matrix that outlines the combination of skills and knowledge that the Board considers appropriate for the governing of BHA. No one board member is expected to meet all the criteria, but the Board is committed to ensuring that between all the Non-Executive Directors, the identified skills and experience are available within the board team. The skills matrix identifies that knowledge of the following is required for the good governance of the Association:

- Asset Management
- Housing Management
- The Welfare System
- Digital services
- Tenant / customer engagement
- Resident Experience
- Residential Development
- Financial and performance management
- Treasury and capital funding
- Risk Management and Assurance
- Human Resources and Organisational Development
- Strategic Planning

The Board identifies at the start of any recruitment campaign, which of the above knowledge areas are required to ensure that the Board has the full range of knowledge in order to undertake its responsibilities. Members appointed based on one or more specific knowledge areas are expected to keep up to date with their own specialist knowledge and expertise.

All Non-Executive Directors are expected, during their term of office, to acquire and maintain a strategic (not operational) understanding of the business of housing associations sufficient to contribute to our discussions and help enable the Board to collectively determine the vision and strategy of the Association; oversee the strategies of any subsidiaries and hold the Executive to account.



Induction to the Board and Broadland

A comprehensive induction programme is in place to help new Board members familiarise themselves with the housing sector and BHA itself. This will involve meetings with each member of the executive team, as well as some senior managers. Normally it would also include visits to some of our schemes, but this may be postponed if the pandemic restrictions are still active.

We also can arrange mentorship of new board members by our Patron and former Chair, Caroline Pickering, who had a long career in housing, if that is useful to the successful candidate.

In addition, we will subscribe, on your behalf, to leading industry publications and there will be opportunities for you to undertake suitable training and attend industry seminars/conferences.

Role Profile

Role title:	Non-Executive Director (Board Member) of Broadland Housing Association
Reports to:	Chair of the Board
Role purpose:	In conjunction with the other members of the Board, to: help formulate, determine and direct the strategy of the Association; to monitor and scrutinise the performance and risk of the Association with regard to both normal operations and the delivery of the Corporate Strategy; and to hold the Chief Executive and Executive Team accountable for performance and compliance with all appropriate legislation, regulation and policies agreed by the Board from time to time.

Key Responsibilities

As a member of the Board, each Non-Executive Director is responsible for participating in the Board's leadership and oversight of the Association, and in undertaking the following key responsibilities:

- Setting Broadland's strategic vision and corporate strategy, in alignment with the Association's financial capacity and human resources
- Determining Broadland's values and organisational norms of behaviour
- Ensuring that the Association meets any laws and regulatory standards applicable to it, including those determined by the Regulator of Social Housing
- Ensuring compliance with codes of governance as well as the Association's own rules, regulations and policies
- Approving the Association's Business Plan, aligned to the approved Corporate Strategy objectives
- Approving the Association's Annual Budget and annual accounts
- Approving key policies that have been reserved to the Board
- Appointing the Boards of any subsidiary companies or charities
- Providing oversight, direction and constructive challenge to the Group Chief Executive and Executive team
- Providing oversight to the Association's Risk Management and Assurance Framework
- Exercising oversight and scrutiny of operational performance and holding the Group Chief Executive and Executive Team to account for delivery

In fulfilling the above Board responsibilities, each Board Member is expected to:

- Uphold and promote Broadland's vision and values
- Diligently prepare for any meeting, seeking clarification of any detailed points beforehand
- Attend meetings of the Board and relevant committees/panels to which they are appointed, and make an active contribution to discussions, constructive challenge and decision making
- Serve on one or more Board committees if requested to do so.
- Maintain confidentiality as appropriate and especially with regard to any item that is specifically classified as confidential
- Play a role in inspiring employees, when engaging with them, regarding the mission and vision of the Group and specifically to where their roles fit within the bigger picture.
- Attend appropriate induction and training which may involve overnight stays, including weekends.
- Take part in annual appraisal and self-assessment processes
- Read background briefings, articles in the housing press and on the web and other publications, so that they are informed about the context in which Broadland operates
- Promote and provide leadership on equality and diversity matters, ensuring this is reflected in all that the Association does
- Ensure their own health and safety and that of colleagues, and co-operate with the Group in order for it to fulfil its legal obligations.
- Maintain good relations with other members of the Board, the Executive team and other key members of staff, with external stakeholders particularly residents, the Regulator for Social Housing and other relevant statutory agencies.
- Represent the group, acting as an ambassador and upholding its reputation

The above lists of responsibilities are not comprehensive and should be read in conjunction with those responsibilities and duties detailed in the standard Non-Executive Director Deed of Agreement for Services currently in use by the Association when making Board Appointments, which will be provided to candidates invited to interview.

Person specification

Qualifications

- At this time we are particularly interested in applicants with skills and qualifications in either HR and Organisational Development or the Welfare System.

Competencies

- Strong communication and interpersonal skills, with the ability to communicate effectively on a one-to-one basis with tenants, staff and directors (Executive and Non-Executive) and at board and committee meetings.

- Strong team player with the ability to work collaboratively, build positive working relationships with colleagues across the Group, handle diverse views and share responsibility for board decisions
- Strategic thinking – able to analyse complex information and contribute to the development of medium and long-term strategies
- Analytical skills sufficient to understand and interpret performance reports and to recognise the big picture, in order to effectively monitor and scrutinise delivery.
- Empathy with the purpose of social housing and the enduring purpose of the Association, including a commitment to helping to end homelessness
- Independence of thought and judgement with the ability to challenge constructively
- IT literacy
- Ability to assess risk and promote risk awareness without being risk averse
- Demonstrable credibility and integrity with a commitment to accountability, openness, transparency and equality of opportunity
- Ability to act as an effective ambassador internally on behalf of the Board and externally on behalf of the Association with tenants, staff, shareholders (members) and stakeholders, including policy makers and regulators

Experience

- For this recruitment, we are looking to appoint an individual with either HR and Organisational Development experience or experience of working within the welfare system.
- Prior experience of working at Board level in a similar sized, or larger, business.

Capacity

- The willingness and capacity to devote the time necessary to undertake this role
- Does not have any conflicts of interest that would obstruct the undertaking of the role

Principal terms and conditions

Time commitment

It is impossible to be definite about the amount of time a Board Member will be expected to commit to the Association, as this will vary according to the time of year, the level of the Association's activities and any special circumstance that may apply. However, it is anticipated that normally a Board Member will on average commit about one and a half days per month to the role. Additional time commitment will be needed should a Board Member be appointed to chair a committee.

Flexibility in hours of working, including attending meetings during normal business hours, in the evenings and at weekends, will be needed.

Remuneration

The current fee for being a Board Member is £4,000 gross per annum.

In addition, reasonable expenses incurred in the performance of duties as a Board Member, including travelling to Board meetings, will be reimbursed.

Term

The initial term is three years, and this can be renewed twice meaning a maximum term length of nine years

Location

Board meetings will normally be held at the head office at NCFC, South Stand, Carrow Road, Norwich, NR1 1HU. However, the Group has bases at King's Lynn, Dereham, Great Yarmouth and Colton and occasional attendance at these locations may be required. In addition, Board Away Days are usually held at an off-site location.

Key dates and the selection process

Applications should only be made by email to laura.baldock@broadlandgroup.org

Applications should comprise an up to date CV and a covering letter that explains why you are interested in joining us and what skills and experience you would bring to the board and the Group. In addition, you must complete Additional Information form and return it with your application. Applications without the EDI form will not be accepted. Equally, at the current time due to the Coronavirus restrictions, we are not able to accept applications by post.

Prior to the closing date, should you wish to discuss this opportunity with a member of the Broadland Team, please contact Laura Baldock, 01603 750 279 who will be happy to make arrangements.	
Closing date:	Noon, Friday 3 rd July 2020
Notification of shortlisting:	Friday 10 th July 2020
Interviews:	Week commencing 20 th July 2020

Due to the Coronavirus pandemic, we have been required to alter the date of our AGM this year, to allow the External Auditors sufficient time to undertake the audit and achieve sign off internally. Normally we would hold our AGM in September, followed by a board meeting. As this is not possible, the successful candidate will be invited to attend our Board meeting on 30th September as an observer, before formal election to the Board at our AGM on 16th October.