

BOARD MEMBER INFORMATION AND RECRUITMENT PACK



SOUTH ESSEX HOMES



Prepared by:
Beverley Gallacher
Corporate Services
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Board Member information and Recruitment pack



OUR PRODUCTS AND SERVICES

South Essex Homes manage almost 6,000 affordable homes, 550 leasehold properties and 90 hostel units on behalf of the residents of Southend Borough Council.

We also provide services to other business customers including:

- Circle Anglia Housing Group
- Castle Point Borough Council
- Estuary Housing Association
- Southend Borough Council Care Leavers Team

As part of our drive to achieve excellence and create a sustainable future for our business, we plan to provide services to a wider range of customers. The services we provide include:

- Comprehensive housing management for residential accommodation with expertise in:
 - Income Management
 - Anti-Social behaviour
 - Tenancy Sustainment

Some of the Tenancy Management team are Community Safety accredited with Essex Police and we have five directly employed Community Engagement Officers.

- Mobile Caretaking Services operating 7 days a week 365 days a year through British Institute of Cleaning Sciences accredited Caretakers. Our Caretaking Service also offers a rapid response Bulk Refuse and Graffiti Removal Service.
- The delivery of high quality repairs and maintenance services through effective contractor management, asset management and quality control. We are among the best in the country at managing Gas Safety and also deliver a reinvestment programme with a value in excess of £8m per year. All our Asset Management, Stock Condition surveying and Engineering expertise is delivered through our in-house team.
- Our Careline Service provides emergency response telephony based services to a wide range of people in the Community. As well as providing services to residents of Southend Borough Council properties, Careline provides passive response and Telecare services to other organisations and private homeowners allowing people to stay in their own homes longer and enjoy an enhanced quality of life.
- Specialist accommodation for vulnerable people including Older People and Care Leavers as well as people experiencing homelessness.
- Community Engagement Services which allow residents to be involved in a wide range of ways both collectively and individually such as our Sounding Board, focus groups, mystery shopping, telephone based surveys, and resident associations. Through our Regional Champion status we provide support and training to a wide range of similar organisations.

As well as the service we deliver to our Customers directly we also have a team of specialists in:

- Equality and Diversity
- Specialist Income Management
- Governance
- Performance Management
- Health and Safety
- Finance

OUR MISSION

Since our creation South Essex Homes has been an ambitious and creative organization driven by a desire to involve residents, use resources effectively and make a real difference to local people. This is captured in our mission statement:

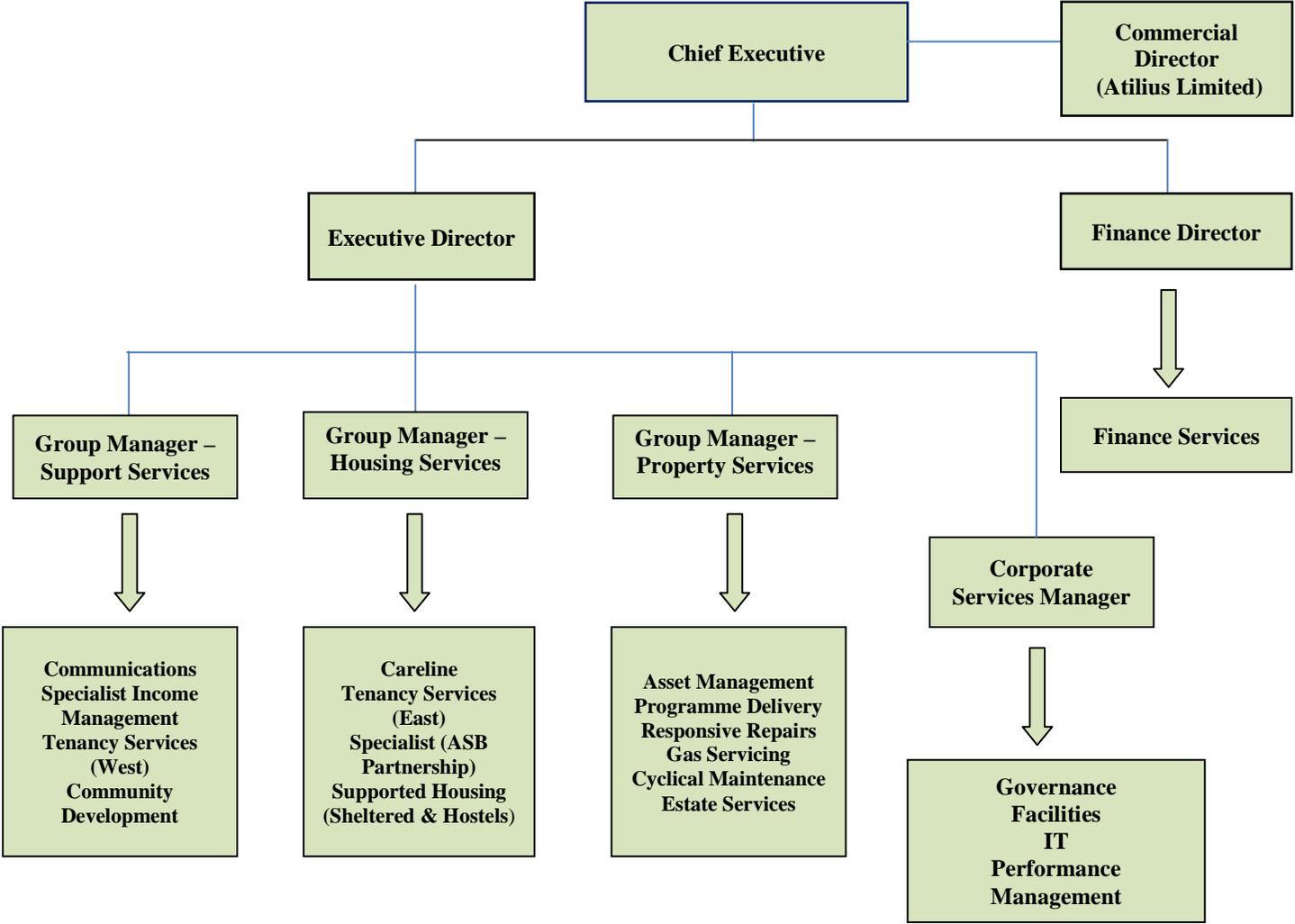
Working together to:

- **Involve residents**
- **Invest in Decent homes**
- **Improve Services**

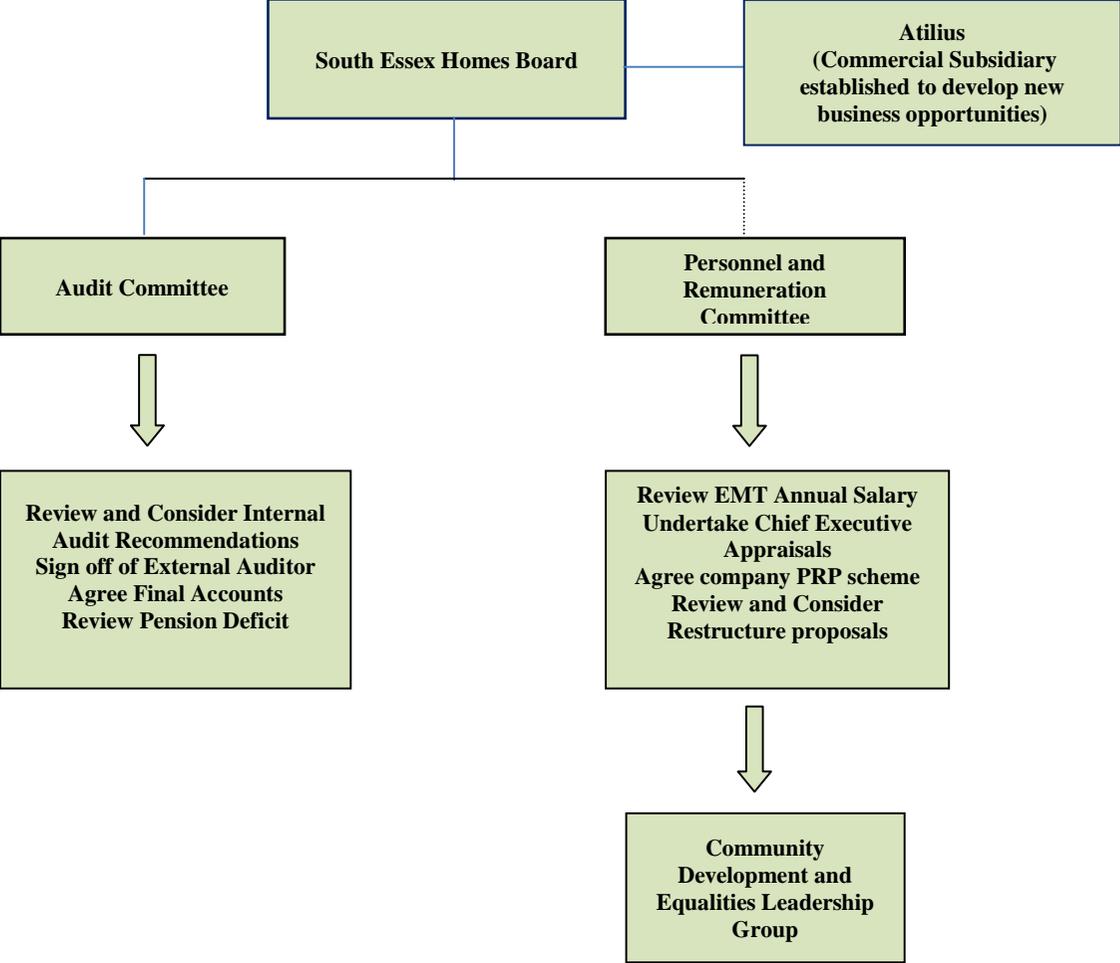
and build strong, proud communities

- Southend on Sea is located on the north side of the Thames Estuary approximately 40 miles east of London. It is 16.1 square miles in size and its 5,500 businesses generate more than £2.5 billion of economic output.
- In addition to being a residential and business hub in its own right, Southend is an integral economic component of the Thames Gateway regeneration area, and has strong economic links with London, which is within easy commuting distance.
- In June 2010 the Office of National Statistics released the 2009 mid year population estimates that show the number of people living in Southend has increased to 164,200, occupying over 70,000 properties.
- Over a third of households (35%) are single person against 28% in the East of England. Our average household is 2.22 persons, slightly lower than the East of England average of 2.37 persons.

**South Essex Homes
Senior Management Team**



South Essex Homes Board and Committee Structure



OUR VALUES

We realise that our success is about who we are and how we behave as well as what we do. Our approach is underpinned by a set of values developed through consultation with staff and residents, capturing the things that are important to us:

- Customer Focus
- Excellence
- Efficiency
- People
- Sustainability

OUR AIMS

This document sets out a framework for our ambitions and aspirations.. The objectives below are currently under review, but we are pleased to show our progress to date in relation to these aims.

- **Ensure fair and equal access to excellent services for all our residents and business customers.**
- **Bring all homes up to the Decent Homes Standard by 2013 and ensure they continue to be maintained at a level that meets residents' expectations.** – *92.5% of homes managed by South Essex Homes have achieved the Decent Homes standard with a further 7.5% due to be completed in the next three years. We have worked successfully with our host Council and partners to achieve sustainability in the homes we manage.*
- **Contribute to meeting housing need and increasing the supply of affordable homes locally.**
- **Increase our local customer base to create a health, sustainable future for our business.**
- **Further develop our contribution to local neighborhoods to improve the quality of life for our residents.**
- **Promote environmental sustainability and minimize the negative impact we have on the climate.**

OUR ACHIEVEMENTS

- 90% of the homes managed by South Essex Homes have achieved the Decent Homes Standard with improvements including cavity wall insulation, double glazed doors and windows, efficient combination boilers and modern kitchens and bathrooms installed.
- 40% of our properties have complete retrofit including xxxxxxxx

THE SOUTH ESSEX BOARD OF MANAGEMENT

Makeup of the Board

Please note that our current rules are under review.

The South Essex Homes Board consists of 10 members. Board members are elected for a three-year term, after which they must retire and seek re-election, for a maximum of 9 years in total.

Under proposed new rules the Board size will reduce to 10 being made up of 4 council nominated members, 3 Residents and 3 independent people, one being the Chair of the Board.

Role of the Board

The South Essex Homes Board plays an essential role in the development, growth, and sustainability of South Essex Homes.

The Board should reflect the diversity of the communities that they serve, and bring a wide range of expertise and skills to assist the overall performance, planning and delivery of our longer term goals.

The Board currently receives out of pocket expenses and meeting allowances.

The main role of the Board is to direct the affairs of the Organisation in accordance with its objects, i.e. to determine strategic direction and policies.

- Define and ensure compliance with the values and objectives of the Organisation
- Establish strategies, policies and plans to achieve those objectives
- Approve each year's budget and accounts prior to publication
- Establish and monitor a framework of delegation and financial regulations
- 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
- Monitor the Organisation's performance in all key areas on an exception basis
- Appoint (and, if necessary, dismiss) the Chief Executive and be represented in the appointment of the executive management team ('EMT')
- Ensure that, when necessary (e.g. resignation or retirement), the Chief Executive is replaced in a timely and orderly fashion

- Determine the remuneration of the Chief Executive and the EMT and ensure a proper annual appraisal process is carried out with the Chief Executive
- Satisfy itself that the Organisation's affairs are conducted lawfully and in accordance with generally accepted standards of performance, conduct and priority
- Appoint (and if necessary dismiss) the Commercial Director and the Chair of the Board of Atilius Ltd and determine the remuneration of such persons; and
- Monitor the performance of any subsidiary of the Organisation including Atilius Limited in all key performance areas
- The Board can only delegate its main functions in accordance with Terms of Reference approved by the Board for each of the Committee and Leadership Group

WHAT WOULD I BE TAKING ON?

As a South Essex Homes Board member you will be setting the direction and supporting the Executive Management Team in managing the Company. The Board works as a team and will normally decide matters on a consensus basis. All Board members need to be able to develop good working relationships with other Board members. Potential Board members need a clear understanding of the time investment they must make in order to carry out the role effectively.

All Board members will be expected to

- attend approximately 4 Board and up to 3 Committee meetings per year, generally in the evening, plus a Board Away Day session
- prepare adequately for meetings by reading, assessing and researching Board reports and papers ahead of the meetings
- understand fully the matters on which they are being asked to decide, seeking clarification where necessary
- take part in an annual appraisal process, help identify training and development requirements and attend courses and development opportunities when required
- members may be required to serve on a committee or working group, or represent South Essex Homes at external events
- contribute to debates on matters before the Board meetings
- participate constructively in discussions and decision-making (normally by consensus)
- be committed to equal opportunities and diversity
- share responsibility for Board decisions
- abide by the Terms of Reference
- uphold the standards required by the Code of Conduct
- respect the confidentiality of Board papers and discussions
- undertake the duties of a Company Director in accordance with Company law

ELIGIBILITY

We are embarking on a significant restructuring programme to ensure that our services meet and exceed the expectations of our customers. We are looking for two Board members to bring commercial insight and energy to our business transformation programme and to our ongoing role as a managing agent for Southend Borough Council social housing. We particularly seek the following skills:

1. Strategic housing finance
2. Human resources/personnel (especially change management)
3. Business development
4. Legal
5. Governance
6. Risk & Performance Management

We are committed to a governance structure that reflects the diversity of our customer base. As we are currently under-represented within the two diversity strands of disability and black & minority ethnic on our board we particularly welcome applications from these groups.

People in the following categories may not be suitable to become Board members of South Essex Homes:

- individuals who have been convicted of a serious criminal offence (in particular, any offence involving dishonesty or imprisonment or in relation to the promotion, formation, management or liquidation of a company). Some criminal convictions do not need to be disclosed under the Rehabilitation of Offenders Act 1974. If you are in any doubt, you should seek legal advice or speak to the Citizens Advice Bureau
- individuals who have been barred from being a Company Director by a Court
- someone suffering a mental disorder and either: admitted to hospital under the Mental Health Act 1983 or has a court order made relating to the illness or to appoint someone to look after their property or affairs
- not be under investigation for Anti-Social Behavior or subject to any measures resulting from an Anti-Social Behavior Order
- if you are bankrupt
- tenants who are in serious breach of the conditions of their tenancy, including their obligation to pay rent
- leaseholders who are in serious breach of their lease, such as non payment of service charges

TRAINING & ADVICE

In the first few months following an appointment you will receive an induction and there may be some additional meetings and training to get Board members up to speed. You may also be asked to observe some of the Board and Committee meetings to assist you in undertaking this role.

After that, Board members will have an annual appraisal during which an audit of the training needs will be carried out and training courses will be organised to fill any gaps. Members will be trained in the skills required to help them to participate effectively as a Board member.

WHAT WILL I GET OUT OF IT?

Board members will have a role in shaping and improving the services provided to tenants, client organisations and leaseholders. It is also an opportunity to develop your own personal skills. Benefits also include:

- helping to support, promote and improve services to our customers and clients and the communities we live in
- opportunities to connect in a practical way with the customers on whose behalf we manage homes
- the chance to make a very real contribution to the success of South Essex Homes and the achievement of its goals
- professional development as a Board member that can add benefits to other areas of work
- This voluntary position can be included on any future job applications and would actively enhance your CV.

CAN BOARD MEMBERS BE DISQUALIFIED?

You can be disqualified if you

- cease to be a tenant /leaseholder of Southend Borough Council
- become bankrupt
- are convicted of any criminal act or omission
- are the subject of a custodial sentence imposed by a court in the United Kingdom in respect of any criminal act or omission, unless the Board determines otherwise
- become incapable, by reason of mental disorder, illness or injury of managing and administering your property and affairs
- are removed by a resolution of the members
- are absent from 6 months of the Board without a special leave of absence
- enter into any activity or conduct which might bring South Essex Homes into disrepute
- are in serious rent or service charge arrears
- are the subject of an order for possession of your tenancy

HOW DO I FIND OUT MORE?

If you want to talk about what being a Board member involves and about your experience and skills in complete confidence, please contact Beverley Gallacher, Support Service Manager on 01702 212649 or by email beverleygallacher@seh.southend.gov.uk

COMPLETE AND RETURN THE APPLICATION FORM

Please return your completed form to Beverley Gallacher, Support Services Manager, South Essex Homes, Cheviot House, 70 Baxter Avenue, Southend-on-Sea, Essex, SS2 6HZ by

SHORT-LISTING AND INTERVIEW

Candidates will be short-listed using the criteria listed below. Those who meet the criteria will be invited to attend a short interview with a selection panel comprising three members of the Southend Tenants and Residents Federation, a Board member and the Council Representative. Interviews will take place late in April/May 2014.

SHORT-LISTING CRITERIA

The core skills are

- governance and performance management
- housing law such as a good understanding of tenancy conditions.
- Experience of working or understanding of property management.
- Experience of a Customer Services environment (eg a contact centre)
- financial awareness including understanding of Financial Statements
- equality/diversity including a general understanding of the Disability Discrimination Act for example.
- Our aims and objectives

The additional skills that at least some Board members should have are

- business planning
- housing management

- financial expertise
- legal expertise
- housing development
- maintenance and building construction
- information technology
- employment/personnel issues
- public relations/public speaking

Appendix one: BOARD MEMBER - JOB DESCRIPTION



JOB DESCRIPTION

SECTION

TITLE Non Executive Director

SECTION The Board of South Essex Homes

PURPOSE OF ROLE The role of the non Executive Director is to inspire and set the highest of standards

You will be an excellent networker/team player and have the ability to build effective relationships both with staff and customers

The overall aim of the role is to demonstrate our values of customer focus, providing excellent services and sustaining tenancies.

This is a key strategic role within South Essex Homes with a span of influence across the whole Company.

The Non Executive Director reports to the Chair of the Board

DUTIES AND RESPONSIBILITIES

- To establish and monitor policy and Strategy for the Company in compliance with our values and objectives
- To define and ensure compliance with the current Code of Governance
- To ensure that the Company's affairs are lawful and in accordance with generally accepted standards of performance and propriety
- To establish and oversee a framework of delegation via the Company's Financial Regulations
- To be prepared to read agenda papers thoroughly before attending meetings
- To act impartially and objectively and not to act as a "delegate" or "representative" of particular interests or tenant groups

- To accept and fulfil the detailed statement of Board Members responsibilities as contained within the Code of Governance
- To review and approve each years budget and annual financial accounts for presentation to the Auditors prior to publication
- To monitor the Company's performance
- To appoint and monitor the performance of the Chief Executive
- To participate in appropriate training
- To declare any conflict of interest

Closing Date.....
Date Received.....
Short Listed.....

APPLICATION FOR BOARD MEMBER

Please complete all parts in Black or Dark Blue ink or Typed

Post Title & Reference Number:

Board Member Vacancy:

SECTION A – PERSONAL DETAILS	
Title:	Full Name:
Present Address:	All Previous Names:
	Business Phone No:
	Home Phone No:
	National Insurance No:
	Contact E-mail Address:

SECTION C – EDUCATION AND TRAINING *Please continue on a separate sheet if necessary*

Name of Course	Full or Part Time	Subject and Level	Grade Achieved

Membership of Professional, Craft or Similar Bodies:

SECTION D – OTHER RELEVANT INFORMATION

All candidates who wish to be members of the board need to meet certain criteria. Please answer the following questions

1. Have you been convicted of a serious criminal offence (in particular, any offence involving dishonesty or imprisonment or in relation to the promotion, formation, management or liquidation of a company or liquidation of a company) YES NO
2. Are you suffering from a mental disorder and either: admitted to hospital under the Mental Health Act 1983 or have a court order relating to the illness or to appoint someone to look after their property or affairs? YES NO
3. Have you been barred from being a Company Director by a Court? YES NO
4. Do you describe yourself as having a disability in accordance with the Disability Discrimination Act? (see guidance notes) YES NO
5. Are you being investigated for Anti-Social Behaviour or subject to any measure resulting from an Anti-Social Behaviour Order YES NO
6. Are you an un-discharged bankrupt? YES NO
7. Are you a tenant with unresolved arrears? YES NO
8. Are you a Leaseholder in breach of your lease, such as non-payment of service charges? YES NO
9. Are you an employee or related to an employee of Southend on Sea Borough Council or any other Council, Arm's Length Management Organisation, Private Finance Initiative or Housing Association in the United Kingdom? YES NO

PLEASE NOTE YOU MUST NOT BE A COUNCILLOR OF SOUTHEND BOROUGH COUNCIL

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SECTION E – DETAILS IN SUPPORT OF YOUR APPLICATION

Please use this section to show how your experience and achievements meet the requirements set out in the Job Description and Person Specification. Include relevant skills and experience gained in previous employment, work experience placements, school and further education and from voluntary and community work or hobbies. Please continue in a separate sheet if necessary.

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SECTION F – MISCELLANEOUS INFORMATION

Are you related to or the partner of any Board Members?..... YES NO

If YES, please give brief details:.....

Such a disclosure will not disqualify you from consideration. However, a failure to disclose any such relationship or the canvassing of Board Members or employees of South Essex Homes in relation to this appointment may disqualify you, or may be dealt with under the appropriate procedure.

The information stated in this application, together with any accompanying papers is, to the best of my knowledge, correct. I understand that a false entry may lead to either an offer of Board Membership being withdrawn.

Signed.....Date.....

Please return the completed form to: **Beverley Gallacher, South Essex Homes, Cheviot House, 70 Baxter Avenue, Southend on Sea, SS2 6HZ**