



# Board Member Recruitment Pack

# Your application

---

Thank you very much for your interest in these posts.

In this pack, you will find details of the role and the selection process to assist you in completing your application.

To apply you should submit:

- A CV which shows your current and most recent roles and your key achievements, so we can get a good sense of your skills and experience - this should be no longer than three pages.
- A short covering letter explaining why you are interested in the role and why you are a good candidate - this should be no longer than two pages.
- The declaration form, noting that completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and

**Applications must be received by Monday November 6 at 12 noon.**

If you would like to have an informal discussion about the role, or if you have any other questions to help you decide whether to apply, please email me at [susan@barnsbury.org](mailto:susan@barnsbury.org) or call me on 07919 335712.

I look forward to hearing from you.

Best wishes,



**Chief Executive**

# Contents

---

Welcome from the Chair & Chief Executive	4
About Barnsbury Housing Association	5
Our Senior Team	6
Board Members	7
Role Profile	8
Person Specification	10
BHA Board Member Values & Behaviours Framework	11
Key terms and conditions	12
Key dates and the selection process	13
BHA Corporate Plan	14

# Welcome from the Chair & Chief Executive

---

Many thanks for your interest in these board position opportunities.

Our staff and my Board colleagues all share a real passion for the impact that Barnsbury Housing Association (BHA) makes in our community and I hope you will quickly appreciate that BHA is a special and unique organisation. We are proud of our organisation and our governance and feel that, whether you are an experienced non-executive or a first-time board member, that we have much to offer.

At BHA we are all committed to helping people secure good quality affordable homes in a part of London where the increase in private sector house prices and rents have put these homes beyond the reach of many. BHA has grown and progressed, while at the same time remaining true to its roots as a community-based organisation. Despite our size, we are active developers, have an ambitious sustainability approach and an active Social Housing Decarbonisation Fund retrofit programme.

Due to two board members standing down having served their full tenure and a recent skills audit, we are now seeking to recruit new board members to ensure we reflect a balanced mixture of skills and diversity. We are looking for up to three new members:

- **A qualified accountant, ideally with Treasury experience, to sit on our Finance Audit & Risk Committee, taking over as Chair when our existing Chair's term expires next year**
- **more general senior housing experience, perhaps from a customer service, asset management or governance background or with an understanding of data and digital services and how these can drive service delivery**

As a new Board Member, we will look to you to demonstrate drive, passion and commitment. Like all social landlords, we will undoubtedly face challenges and we are looking for people who can help lead us through those future challenges with creativity and innovation.

We have a healthy financial and asset base and a strong commitment to ensuring that we continue to make a significant contribution to strengthening our local community. Our relatively small size, geographical concentration and agility all mean that we are well placed to do that. We also recognise that this requires a continued commitment to work in partnership with others.

We hope this recruitment pack provides background material to give you a sense of who we are, and I hope it will help you decide whether this is the right opportunity for you.

If these posts fit your skills and aspirations, we very much look forward to receiving your application.

Kind regards,



**Chair**



**Chief Executive Officer**

# About Barnsbury Housing Association

---

BHA is a small neighbourhood-based housing association, formed in 1967 to provide genuinely affordable rented housing in Barnsbury, Islington. Today we provide 300 homes throughout Islington, all for social rent. We are proud of our close relationship with our residents and the contribution we make to the neighbourhood.

We are registered as a charitable housing association and are governed by a voluntary Board which is supported by two committees: Finance, Audit & Risk and Remuneration.

You can find out more about Barnsbury's history and activities on our website, where you can also read our latest ESG report.

Our Corporate Plan, giving you a picture of our current work and priorities, is included in the pack.

## Our Mission and Purpose

Our vision is to create sustainable homes and thriving communities.

We fulfil this by being a trusted landlord, known for providing great services and well-cared for and sustainable homes; by empowering residents to support their own communities to thrive; by being connected and open to ideas; and by putting residents at our heart.

## Our Values

- **We Connect**, with our residents, the community and the wider housing sector, creating close connections and a listening ear, where people feel heard and can thrive
- **We Anticipate**, fostering a culture of enquiry, creativity and resourcefulness, so we can plan for the future and meet changing needs
- **We Build**, new homes, great places to live and a trusted, customer-focused team that delivers on its promises



## Our Senior Team

---



**Susan French**  
**Chief Executive Officer**

Susan has been CEO since 2016 and is responsible for leading the team in delivering a great service to residents, ensuring that we are well placed to respond to changes in the housing world that affect us and our residents.



**Cheryl Whittle**  
**Housing & Communities Director**

Cheryl joined us in summer 2023. She is an experienced housing professional and is responsible for overseeing our housing, communities and customer engagement service.



**Lynsey van Aswegen**  
**Finance Director**

Lynsey manages our strategic finance function, including our accounts, Business Plan and Treasury. She also oversees our internal and external audit.



**Michael Bunker**  
**Asset Manager**

Michael joined BHA in late 2020 and is responsible for our asset management function, ensuring that our homes are kept in excellent repair.

**Further details on our staff team can be found on our website.**

## Board Members

---



### **Sean McLaughlin - Chair**

Sean McLaughlin was previously Director of Housing and Adult Social Care at LB Islington and now works as a housing consultant. He has a great knowledge of Islington, having lived and worked here for many years. Sean was appointed chair of BHA in 2019.



### **Janice Walsh - Resident Board Member**

Janice is one of BHA's longest serving residents and was appointed to the board 2020. Janice brings a passion for the Barnsbury community and insights as a longstanding BHA resident to the board. She sits on our Resident Panel.



### **Chyrel Brown**

Chyrel joined the board in 2018, bringing a wealth of experience in housing and neighbourhood management. She is currently Chief Operating Officer at One Housing.



### **Jonathan Bunt**

Jonathan joined our Board in 2017. He brings experience at Finance Director level and in developing affordable housing programmes, as well as local government finance. Jonathan has qualifications in Public Finance & Accountancy as well as Business Economics. Jonathan chairs our Finance Audit & Risk Committee.



### **Annabel Grey**

Annabel is a sustainability expert, leading housing consultancy Altair's Sustainability service. She also brings experience in delivering affordable housing schemes for public sector clients, particularly on small sites. Annabel joined the board in 2022.



### **Micah Gold**

Micah is a senior consultant and facilitator, and director at Mobilise consultancy. His work includes engagement and insight work, neighbourhood strategies and implementation, service development and evaluation, and partnership development. He joined the board in 2022.



### **Chris Bell – Resident Board Member**

Chris joined the board in 2020. Chris has been a BHA tenant for several years and has a passion for housing and working in the community, as well as engaging with young people specifically. Chris works in community regeneration.

# Role profile

---

The Board has ultimate responsibility for the governance of BHA. Board members add value to BHA's business by contributing experience, expertise and insight to determine strategy, direction and control in the interests of tenants, other customers and the wider community. Individual board members are responsible through the Chair for contributing to the achievement of BHA's objects as set out in its Rules, its vision, values and objectives, as set out in its current business plan.

All Board members share responsibility for the Board of Management's decisions. Each Board member should act only in the interests of EHA and not on behalf of any constituency or interest group. Board members should put the interests of the organisation before their own interests.

## KEY TASKS AND RESPONSIBILITIES

1. Setting and ensuring the organisation complies with BHA's mission and strategic aims, ensuring its long-term success.
2. Developing and promoting BHA's values and ensuring they are at the heart of organisation.
3. Making decisions in the best interests of EHA and its customers and setting a positive culture with a strong customer focus, understanding and seeking to improve the customer experience.
4. Ensuring that BHA scans the operating environment, thinks strategically and adapts to changing circumstances.
5. Approving strategies, policies and plans which enable BHA to achieve its strategic objectives.
6. Monitoring, safeguarding and enhancing BHA's reputation.
7. Supporting and challenging the Senior Team to ensure the efficient and effective management of the organisation
8. Approving an annual business plan, budgets and funding strategy that support the achievement of BHA's strategy and business plan.
9. Ensuring that the BHA's assets are managed efficiently and effectively, and capacity is properly utilised, so as to maintain long term viability and sustainability of the organisation
10. Contributing to the review and evaluation of external and internal strategic risks, ensuring that a positive culture of managing opportunities, threats and uncertainties prevails.
11. Approving each year's audited Financial Statements prior to publication.
12. Regularly reviewing and monitoring performance in relation to plans, budgets, controls and decisions.



- 13.** Agreeing a governance structure which best facilitates delivery of BHA's strategic objectives and populate this accordingly.
- 14.** Establishing mechanisms by which the Board communicates with and receives insight from key stakeholders, including its customers
- 15.** Appointing, and if necessary, dismissing the Chief Executive.
- 16.** Appointing (and if necessary, removing) the Chair.
- 17.** Ensuring BHA complies with all relevant regulatory requirements.
- 18.** Representing and promoting BHA externally and establishing constructive, high-quality relationships with key partners and stakeholders.
- 19.** Representing BHA internally on complaints or eviction panels, where required.
- 20.** Where appropriate, signing cheques and legal documents in accordance with delegated authority.

## **REQUIREMENTS**

- 21.** Build and maintain constructive relationships with fellow Board Members, with the CEO, Leadership Team and with other staff.
- 22.** Actively contribute to Board discussions in a way that fosters constructive challenge.
- 23.** Have a proactive approach to induction and training and keeping abreast of sector issues.
- 24.** Be willing to serve on a committee or Task & Finish Group relevant to their skills and interests, including accepting Chairing responsibilities if and when appropriate.
- 25.** Commit to at least 80% attendance at meetings and make an active contribution between meetings, where required.
- 26.** Prepare for Board and Committee meetings and actively participate at meetings.
- 27.** Commit to meeting with staff members and attend a meeting with resident representatives at least once a year.
- 28.** Actively contribute to an annual appraisal process, both individually and at Board level.
- 29.** Maintain the highest standards of probity, conduct and behaviour in line with the Code of Conduct and always act in the interests of BHA.

Board members will be required to commit to these requirements through an annual declaration. Performance against the requirements is assessed during the annual Board appraisal process.

# Person specification

---

## SKILLS & EXPERIENCE

- Good understanding of governance arrangements in the not-for-profit sector.
- Demonstrates a practical understanding of group dynamics and meeting protocol.
- Business or professional experience
- Understanding of housing regulation and housing governance (*desirable*)
- Experience of social purpose organisations (*desirable*)
- Effective communicator
- Excellent interpersonal skills
- An understanding of the needs of residents and local communities.
- Can work effectively with a wide range of stakeholders at all levels, including working with diverse customers and local communities.
- Analytical, democratic, focused and flexible with an understanding of financial management.
- For the Finance role, be a qualified accountant, ideally with Treasury experience in the housing sector

## PERSONAL QUALITIES

- Commitment to BHA culture, mission, values and approach.
- Has a personal and professional credibility that will command confidence at all levels.
- Team player, demonstrating respect for the Chair.
- Able to contribute to and shape the development of BHA strategic direction and bring constructive challenge and support to the board.
- Can act as an ambassador for the organisation in an open, engaging and positive manner.
- Able to promote recognition of equality and diversity in all aspects of service delivery.
- Ability to take collective responsibility.

## PERSONAL CIRCUMSTANCES

- Able to demonstrate a high level of commitment and attend at least 80% of board meetings, training sessions and relevant events.

<b>Barnsbury HA: Creating sustainable homes and thriving communities</b>		
<b>Our Values</b>	<b>BHA lives this value by:</b>	<b>Board members demonstrate this value and create a positive organisational culture by:</b>
<p><b>We Connect</b></p> <p><i>with our residents, the community and the wider housing sector, creating close connections and a listening ear, where people feel heard and can thrive</i></p>	<ul style="list-style-type: none"> <li>▪ respecting people</li> <li>▪ demonstrating honesty and integrity</li> <li>▪ being customer-focused</li> <li>▪ being approachable to residents and staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ seeking insights into what residents want and value, and putting residents centre-stage in the Board's work</li> <li>▪ actively seeking out opportunities to connect with staff and tenants, and listening to a wide range of views</li> <li>▪ fostering a culture of connection, community and joint endeavour - with the local community and voluntary sector, Islington Council and the wider housing sector</li> <li>▪ being approachable, engaging with staff, stakeholders and tenants and safeguarding BHA's reputation</li> <li>▪ setting the bar high on issues of honesty and integrity</li> <li>▪ providing constructive challenge to the Leadership Team, while respecting staff and each other</li> </ul>
<p><b>We Anticipate</b></p> <p><i>fostering a culture of enquiry, creativity and resourcefulness, so we can plan for the future and meet changing needs</i></p>	<ul style="list-style-type: none"> <li>▪ thinking and planning ahead</li> <li>▪ thinking creatively and innovatively</li> <li>▪ being imaginative, encouraging new and better ways of working</li> </ul>	<ul style="list-style-type: none"> <li>▪ being ambitious for the organisation, encouraging the staff team to raise its game</li> <li>▪ championing change, encouraging creativity and innovation and new and better ways of working</li> <li>▪ foreseeing risk and seeking assurance that risks are being well managed</li> <li>▪ taking a longer-term view of opportunities and challenges and ensuring that BHA has the skills and resources needed</li> </ul>
<p><b>We Build</b></p> <p><i>new homes, great places to live and a trusted, customer-focused team that delivers on its promises</i></p>	<ul style="list-style-type: none"> <li>▪ being dependable and trusted</li> <li>▪ behaving professionally</li> <li>▪ delivering on promises</li> <li>▪ working collaboratively</li> </ul>	<ul style="list-style-type: none"> <li>▪ holding BHA to promises made and seeking learning from mistakes</li> <li>▪ being on time and well-prepared for meetings, taking attendance seriously and participating in training and development</li> <li>▪ fostering and modelling a positive culture at meetings; a culture of transparency, collaborative working (internally &amp; externally); being a team player and building a bond of trust with staff and other Board members</li> <li>▪ actively contributing to appraisals and suggestions for improvement, and looking for ways the Board can be more effective</li> <li>▪ supporting BHA, at and between meetings, with time, skills and expertise</li> </ul>

**BHA BOARD MEMBER VALUES AND BEHAVIOURS FRAMEWORK**

# Terms and conditions

---

## **Position**

Board Member

## **Remuneration**

These positions are unremunerated, though expenses are paid.

## **Training**

A full induction and training programme will be provided and there are internal and external training and development opportunities throughout each year.

## **Location**

Board meetings are held at 4-6 Colebrooke Place, London N1 8HZ.

Committee meetings are held online.

## **Time Commitment**

The role requires an overall commitment of approximately 6-8 days per year.

There are usually five board meetings each year.

Meetings are held on Thursdays at 6.30-8.30pm. For 2024, the dates are March 14, May 16, July 18, September 19 and December 5.

In addition, there is a Board Strategy Day each year, usually the third Friday in September.

Board members may be asked to join one committee, as well as fulfil their role on the Board.

Committees are held online (again on Thursdays, 6.30-8pm) and would add a further 3-4 days' time commitment.

## **Term of Office**

In accordance with the 2020 Code of Governance, each appointment is for a three-year term. This can be renewed subject to a satisfactory appraisal and the Board's skills requirements, up to a maximum of six years' continuous service.

# Key dates and the selection process

---

## Closing date

The closing date is Monday **November 6 at 12 noon**

We will contact longlisted candidates contacted by Friday November 10.

## Interviews

We may hold first interviews online.

Interviews will be held w/b **November 13** with dates to be confirmed

Candidates will be interviewed by a panel to include:

- Sean McLaughlin, Chair
- Jonathan Bunt, Chair of Finance Audit & Risk Committee e
- Susan French, Chief Executive
- Lynsey van Aswegen, Finance Director

Interviews will be held at Barnsbury Housing Association, 4-6 Colebrooke Place, London N1 8HZ.



## BHA Corporate Plan 2023-2026

This plan sets out our ambitions for the next three years. The plan is framed by what is a very challenging set of circumstances: for our finances (with a looming recession, high inflation and a rent cap), and for our residents, who face an unprecedented cost of living crisis and energy bills.

### About us

Set up in 1967 to help keep Islington affordable to people on modest incomes, BHA now owns 300 homes in and around Barnsbury. Many of our tenants have been with us since the start and they value our high-quality homes and estates, our responsive service and the strong sense of community.

We are a neighbourhood organisation, serving a small community of residents in a defined area. Despite this, we feel we have an important contribution to make:

- **to our residents** - who value our community focus and personal service
- **to Islington** - through our commitment to retaining genuinely affordable homes in an area where people on low to moderate incomes are otherwise priced out, and by building new homes where many other landlords choose not to invest
- **to the housing sector** - by using our skills and resources to help find solutions to wider issues, such as making older properties more energy efficient and by striving to be a beacon of good practice

### Our Vision

Our vision is to create sustainable homes and thriving communities.

### Our purpose

We want to help create successful communities: places where people feel they belong, places where they can thrive. At the heart of this is our role in providing a safe, warm, affordable and secure home.

We will do this by being a trusted landlord, known for providing great services and well-cared for and sustainable homes; by empowering residents to support their own communities to thrive; by being connected and open to ideas; and by putting residents at our heart.

### Our strategic ambitions

Our three strategic ambitions - to Connect, to Build, to Anticipate - provide a framework for how we will deliver our vision and bring about long-lasting change for our tenants and communities.

#### We Connect

with our residents, the community and the wider housing sector, creating close connections and a listening ear, where people feel heard and can thrive

In doing so, the long-lasting change we are seeking is:

- to build a culture of listening to residents and acting on what they tell us
- to be seen, known and trusted in Islington as an effective partner
- to support our residents' wellbeing, and for them to feel safe and supported in their homes and community

#### We Build

new homes, great places to live and a trusted, customer-focused team that delivers on its promises

In doing so, the long-lasting change we are seeking is:

- to build a strong bond of trust with our tenants by getting the basics right
- to create homes and places our tenants are proud to call home, whether new or existing homes
- to build a resilient, adaptable and trusted team, with a reputation for delivery

#### We Anticipate

fostering a culture of enquiry, creativity and resourcefulness, so we can plan for the future and meet changing needs

In doing so, the long-lasting change we are seeking is:

- to develop our service, shaped by the changing needs of tenants and a desire to reduce inequality
- to make our homes fit for the future, with a sector-leading approach to energy efficiency and sustainability
- to build our financial strength and anticipate changes in our external and internal environment, making us more resilient and safeguarding our future

### Our Values

Our culture is expressed in the shared values, beliefs and behaviours that determine how we do things, and in the ways of working that help to get those things done. Our values aim to put customers at our heart and provide the foundation for the culture of our organisation and how we work.

- We are respectful and caring
- We are collaborative
- We are 'can do'
- We keep our promises
- We are creative and resourceful

### Our Goals

Within each of our ambitions, we have medium term goals which set the priorities for our work each year. These are set out below.

Our Vision

## Sustainable homes and thriving communities



Our Purpose

We want to help create successful communities: places where people feel they belong, places where they can thrive. We will do this by being a trusted landlord, known for providing great services and well-cared for and sustainable homes; by empowering residents to support their own communities to thrive; by being connected and open to ideas; and by putting residents at our heart

Our Strategic Ambition

### We Connect

with our residents, the community and the wider sector, creating close connections and a listening ear, where people feel heard and can thrive

### We Build

new homes, great places to live and a trusted, customer-focused team that delivers on its promises

### We Anticipate

fostering a culture of enquiry, creativity and resourcefulness, so we can plan for the future and meet changing needs

Our Goals

#### Listen to our residents

- Increase the number and diversity of customers that actively engage with us, with **meaningful engagement**
- Maximise opportunities for us to hear tenants' voices and for **residents to shape** our services
- Put in place the new **Tenant Satisfaction Measures** and act on what they tell us

#### Build trust through quality services

- Develop and deliver the **right service at the right time** for the right people, shaping our service around residents' needs
- Strengthen our **front-line service**, aiming to get it 'right first time' on the phone, on repairs and on estate services
- Deliver great **estate services**, accountable to residents through estate walkabouts
- Create a **streamlined and customer-focused repairs** process, working with residents

#### Shape our future service

- Find more effective ways to directly **hear from residents** what their priorities are, and use that to shape our service
- Develop our **IT Strategy** to offer more choices to tenants in how they access our services, enabling self-service for those who want it and face-to-face contact for those who need it

#### Forge strong community connections

- Develop **opportunities for mutual support and connection** amongst residents
- Develop a rich **network of local services** and agencies, aiming to reduce inequalities and improve wellbeing
- Maintain strong links with **Islington Council and other partners**, finding opportunities for partnership and collaboration, such as on a new Village Hall

#### Create places to be proud of

- Invest in our homes so they meet our **BHA Home Standard and new building safety** standards, through our Asset Management and Procurement Strategies
- Improve the **quality of life for our residents** in our response to damp, mould and condensation
- **Build six new homes** at Morland Mews for local lettings and seek opportunities for more social housing
- Review **Highbury View**, to secure its long-term future as a viable sheltered scheme

#### Make us more sustainable

- Improve the **energy efficiency of our homes** through a programme of SHDF-funded retrofits and a 'quick green wins' programme
- Deliver a **retrofit** at Barnsbury Street and promote the outcome as an exemplar retrofit in a heritage home
- Make our **estates and operations greener**

## Our Success Measures

### Create safe and supported communities

- Deliver our **Home Care visits** to our older residents, with a focus on wellbeing, safety and financial security
- Provide support for residents through the **cost-of-living crisis**, including distributing the Tenant Support Fund fairly and to those most in need.
- Support **digital inclusion**, so our residents and communities feel connected

### Build a resilient, customer-focused team

- Make **agile working** more effective, so team members feel connected, have agency and work together as a great team
- Make the team **digitally enabled**, rolling out Office 365, improving resident data and using it more effectively
- Develop an **Equality, Diversity & Inclusion** Strategy
- Enable all team members to **fulfil their potential**, focusing on what adds most value to residents

### Safeguard our future

- Build our **financial resilience**, developing a more commercial mindset and using our resources to make us a sustainable business
- Look for **growth** through new opportunities
- Establish new arrangements for **key worker accommodation**

- Customer satisfaction top quartile
- Complaints and compliments well managed
- Home Care visits carried out
- Community investment targets made
- Opportunities to hear customer voice maximised
- Use of digital channels increases

- Satisfaction with home and repairs service increases
- Repairs and reletting carried out within targets
- Customer satisfaction increases
- Annual estate walkabouts on every estate, with “we noticed, we did” feedback
- Decent Homes compliance increases to 100% over period
- H&S compliance rates at 100%
- Minimal complaints/disrepair cases for damp and mould
- More homes built
- Staff satisfaction increases and team is stable

- SHDF funding secured and spent
- Homes EPC D and below reduced by 40%
- Income from non-social rent homes increases
- Operational costs at or above sector median
- Budgets surplus achieved and financial covenants met



