

Title: Recruitment of Independent Board members	Meeting: THH Board	
Report authorised by: Ann Lucas, Chair	Date of the meeting: 27 April 2015	Item No. 9
Report author: Gavin Cansfield, Chief Executive	Classification: Open	Report type: Decision
Business Priorities The proposal ensures THH can continue to operate and deliver on its business priorities to: <ul style="list-style-type: none"> • Build one great organisation • Deliver consistently brilliant customer services • Support vibrant neighbourhoods • Invest in homes to be proud of 		
Impact for Customer ALMO governance arrangements provide a strong resident voice in the leadership of the organisation through the inclusion of resident Board members in the composition of the Board.		
Diversity Impact The THH Board should be broadly reflective of the THH resident base. Recent board changes have improved the gender balance on the Board and the recruitment campaign set out in this report will be designed to achieve strong diversity outcomes.		
Cost and Income Implications There will be no material direct cost implications because most of the resource needed will be internal officer and Board member time. Some external costs may arise and these are discussed in paragraph 2.5 of this report.		
Risk Management Filling vacancies on the Board with suitably qualified individuals underpins effective governance of the business.		
Summary Two independent Board member vacancies exist at present. This report sets out proposals for the recruitment into those vacancies.		

Recommendations

That the Board:

- authorises officers to commence a recruitment process for the Independent Board member vacancies and;
- reviews the indicative timetable and provides comments on it;
- approves the use of Campbell Tickell to carry out the recruitment.

1 Background

1.1 Board members may be aware that as a result of changes made to the company’s Articles of Association in 2012, the composition of the Board is as follows:

- Council Nominees x 4
- Residents x 3
- Independents x 2
- Chair [who is an independent]

1.2 The current position is as follows:

Category	Name	Date Appointed
Council Nominee	Cllr Gulam Robbani	08.04.2013
	Cllr Alibor Choudhury	22.12.2011
	Cllr Miaum Miah	05.12.2014
	Cllr Abdul Asad	05.12.2014
Resident	Shamsul Haque	03.07.2008
	Claire Tuffin	06.03.2013
	Safia Jama	
Independent	Ann Lucas [Chair]	28.11.2012

As the table above indicates all of the Council Nominee positions are filled. We recently received confirmation that the recommendation to appoint Safia Jama has been agreed meaning that all of the resident positions are filled.

Furthermore, the table illustrates that most Board members have served for a limited amount of time with the exception of Shamsul Haque who was recruited in 2008 and served on the Shadow Board pre-go live.

Ann Lucas was confirmed as Chair in September 2014 for a period of 6 months and we expect this to be extended for a further 12 months imminently. That leaves two vacancies for independent Board members and we now understand that a decision has been

taken that allows us to commence the recruitment process to those vacancies.

At the Board discussion on 17 March 2015, Cllr Gulam Robbani was confirmed as Vice-Chair. Claire Tuffin took over as Chair of the Finance & Audit Committee. These three posts form the Remuneration Committee who will lead on the recruitment of the CEO, together with Cllr Alibor Choudhury, and for the two independent Board members.

2 Proposals for recruitment

2.1 Before considering the process for recruitment it is worth bearing in mind a number of issues:

- The organisation is currently recruiting for a Chief Executive and this may have an impact of the timing of any proposed Board recruitment;
- The role of the Board is, through the Remuneration Committee, to carry out a recruitment process and make a recommendation to the Mayor for decision;
- The Board are still without any clear timetable relating to the issue of a referendum regarding the future of the ALMO and this will need to be considered in terms of the how attractive Board positions might be perceived.

2.2 Board Members are reminded that the timetable for the CEO recruitment is as follows:

Key action	Date
Advert and recruitment pack went live	7 th April
Vacancy closes	1 st May
Longlisting	7 th May
First round interviews	12 th May
Shortlisting	14 th May
Final interviews with panel	29 th May

2.3 In addition the Board may wish to consider the specific skills that it may be seeking to fill these two vacancies. That view will be informed by the risk mapping exercise recently carried out, the skills of existing Board Members and the areas of development for THH going forward. It is suggested,

therefore, that a relatively simple skills analysis be carried out to assist with the recruitment and that current Board members indicate where they feel the gaps are.

2.4 The Board takes the lead on Board member recruitment. A procedure, approved by the Executive of the Council is in place for the recruitment of independent Board members which sets out the consultation and approvals required with and from the Council.

2.5 In light of this an indicative timetable for recruitment is proposed as follows:

Key action	Date
Complete Skills Analysis of existing Board Members	8 th May
Identify gaps and skills required	15 th May
Agree advert and information pack	29 th May
Vacancies go live	1 th June
Closing Date	19 th June
Agree shortlist and interviews	26 th June
Interviews	w/c 3 rd July

The availability of relevant Board members and Council client team officers will need to be confirmed before the timetable is finalised.

2.6 A final consideration is whether the Board would want to commission one of the specialist agencies to carry out this recruitment campaign. Board Members are aware we have used such an agency for the CE recruitment on the basis that proactive search and headhunting is required. The same requirements apply to the search for an Independent Board member recruitment campaign. Clearly, this involves a cost but the involvement of a specialist agency can secure better value for money by ensuring that the right people are identified. On that basis it is proposed that Campbell Tickell are commissioned to develop and manage the recruitment campaign.

3 Equalities and Diversity Implications

3.1 The THH Equalities Strategy has recently been reviewed and updated. The accompanying action plan to it contains actions an action to ensure that the composition of the Board is reflective of the THH resident base. Recent appointments (and prospective appointments) and resignations have improved the gender balance on the Board. It is important that this progress is maintained. The recruitment process will be designed ensure that diversity outcomes are actively addressed.

4 Implications

- 4.1 Financial: Board members offer their services on a voluntary basis therefore no direct cost arises. If external support is procured as discussed in the report some costs will arise which can be met from existing budgets.
- 4.2 VFM Implications: the approach to recruitment will be designed to ensure that the search process is efficient and cost effective using a mix of internal and potentially external resources. In particular the use of online media will be optimised for advertising the roles.
- 4.3 Legal implications: filling vacancies on the Board ensures that the composition of the Board is in line with the Articles of Association
- 4.4 Risk: the appointment of suitably qualified independent Board members underpins good governance of the organisation