

## Fair Community Housing Services

### Minutes of Meeting of the Board Held at 7.00 pm on 5<sup>th</sup> January 2016

Attendees	Role
Teddy Amoyaw	Chair
Christine Nicholls	Secretary
Vanessa Shone	Member
Helen Cadwallader	Deputy Chair
Tracy Stedman	LBS monitoring officer
Tim Gadd	Nominated and appointed Board Member
Seval Tahsin	Nominated and appointed Board Member
Apologies	
David Goodchild	Board Member
Ifra Khan	Board Member
David Monaghan	Board Member
Owen Ramsay	Interim TMO Manager

The meeting started at 7.10 pm.		
Nos	Agenda Item	Action
1	<p><b>Welcome and Introductions</b></p> <p>Teddy Amoyaw, Chair, welcomed Board Members and Nominees.</p>	
2	<p><b>Apologies</b></p> <p>As above.</p>	
3	<p><b>What is a TMO?</b></p> <p>Tracey Stedman read through the Tenant Management Organisation to inform the members and nominees about the functioning of the organisation and the role of the monitoring officer and its links with London Borough of Southwark (LBS).</p>	
4	<p><b>Role and Function of Board</b></p> <p>Tracy Stedman presented the role and function of the Board Members.</p> <p>She reminded that Board Members must complete and sign the code of conduct and return the documents to Owen Ramsay, Interim TMO Manager, for the next Board meeting in February 2016.</p> <p>Tracy explained the principle behind the Declaration of Interest and the Code of Conduct.</p> <p>Helen Cadwallader read though the FCHS Business Plan (2011 to</p>	

*Teddy Amoyaw*

## Fair Community Housing Services

2015 and extended by 1 year to end March 2016) and the Annual Action Plan, as the first time this document had been produced was in July 2015. She explained that it is the executive's responsibility to drive the Action Plan and in collaboration with the Board to take forward the new phase of business planning for 2016 onwards.

Helen Cadwallader reminded the Board (long serving members and new recruits), that LBS had raised a query in June 2015 prompting the management committee to set up a task group undertaking an internal, informal review of the organisation and its operation at executive (staff) and governance (Board) level.

The key findings of the task group was that - FCHS needed to improve our overall performance.

The task group fed this key insight back to the Board in September and October with the key recommendations to:

- a) Develop a performance management system to review and monitor the work of the executive / staff and governance / management committee. This will include professional development and training.
- b) Devise robust planning to output an up-to-date business plan for the next 3 to 5 years with year by year annual action plans and maintain ongoing detailed monitoring and review against SMART targets and KPI indicators.
- c) Complete the HR recruitment for the Estate Manager position with a focus on 'change management'.

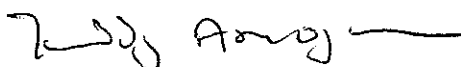
**Note:** a number of other actions were identified and listed in the task group response to LBS on behalf of FCHS to be undertaken following the recruitment of the Estate Manager role.

These recommendations were endorsed and approved by all on the Board in 2015 and in the newly formed Board for 2016.

### 5 **Joining a sub-committee**

Helen and Tracy explained that the main Board delegates its responsibilities to carry out duties and tasks to sub-committees. The function of the sub-committees is to elect a chair, meet and carry out the actions delegated by the main Board and report back to the main Board. Ideally sub-committees should meet every 6 weeks. The sub-committees have not always achieved this which is an area for concern.

Additionally, Helen highlighted that although three sub-committees already exist (Procurement, Finance and HR), three new sub-committees need to be created: Community, Governance and Planning, Communications and Marketing.





7

**TMO Estate Manager Recruitment**

Helen Cadwallader gave an account of how the estate manager was selected and presented the documents that supported the process to the Board.

The following documents were referenced in the meeting for review by management committee members and explained:

- Job Description and Person Specification (criteria for selection)
- FCHS Recruitment Timetable
- Recruitment Advertising Proposal for TMO Estate Manager
- Advert for TMO Estate Manager: key points were the development and implementation of the business plan, a true leadership role and a commitment to professional development
- Application Form (standardised system)
- The Occupational Testing Assessment Centre Results: each applicant was graded against 37 standards and results are listed in the Assessment Centre Results.
- Interview Questions linking back to each item detailed in the Person Specification

The Interview Panel was made up of the members of the HR sub-committee and with reference to the HR sub committee guidelines. The HR sub-committee has the authority from the Board to carry out its duties and responsibilities on behalf of the wider group and with reference to the HR guidelines. Please note

Training in recruitment and selection of staff was undertaken by the sub-committee members in accordance HR sub-committee guidelines, stating that "any member involved in the recruitment of staff must have undertaken recognised training in recruitment and selection".

A member of the HR sub group dropped out of the Interview Panel at short notice and was unable to attend the training and therefore unable to undertake longlisting (to occupational testing and thereafter shortlist for the interview). It was impossible to reconvene the interview date as this risked delay by several weeks and reputational damage, so the HR Subcommittee deliberated its options and made the decision to replace this member of the HR sub group with another who had already received training and been involved in the recruitment and selection of the previous full-time Estate Manager (Abiola Abdukarim). Ali Abdul Kharim, was approached and accepted this last minute invitation. Ali is resident on the FCHS estates and an ex-board member and former Chair of the FCHS management committee. Ali was available to meet with the HR sub group to develop the interview questions and presentation task (centring

*Handwritten signature: Ali Abdul Kharim*

Fair Community Housing Services

	<p>on 'change management'), contribute to the long listing for occupational testing and short-listing for interview and subsequent final selection. The interview day went ahead in a timely fashion.</p> <p>The entire recruitment process and interview day was observed by Jackie Richards, Acting TMI Manager at LBS. As the representative of our main funder, JR's role was to ensure that the recruitment process, including the interview panel on the day, adhered to recruitment procedures.</p> <p>The final candidate was selected using the Person Specification as criteria for selection referenced at application stage, occupational testing stage and interview stage and acknowledged by all as 'outstanding'.</p> <p><b>Note:</b> please see attached post meeting report on 'HR Recruitment Project' as referenced verbally in the management committee meeting of 5 January.</p> <p><b>Action: The outstanding task is to agree the salary grade according to a point system which will be dealt with on 06.01.2016 to be explored by the HR Subcommittee for final agreement with recommendation to the management committee for final approval.</b></p>	<p>HC</p>
<p>8</p>	<p><b>Any other business</b></p> <p>Future Board meetings will be on the first Tuesday of each month. Next meeting on 2<sup>nd</sup> February 2016.</p> <p><b>The meeting concluded at 21.30 pm</b></p>	



**POST MEETING ADDENDUM MINUTES OF BOARD MEETING 5<sup>th</sup> JANUARY 2016**

**FCHS HR sub group Recruitment Project Report**

**Note:** the following account was originally compiled by Helen Cadwallader in response to an email from a Board member sent to Helen and Teddy Amoyaw, the Chair, on 13 November and subsequently referenced by Helen at 5 January 2015 Board Meeting as a verbal report on the project and backed by all the documents produced to support this process from the Job Description and Person Specification, to application form to the occupational testing results (redacted names) and so on.

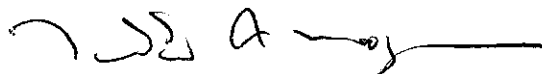
The HR sub group designed the recruitment project and undertook the following actions between December 2014 and November 2015 (when the final interview and selection was made). Although it should be noted that on making the offer to the selected candidate the final stage then also included: drawing up the offer letter, contract (with advice from Peninsula Business Services), induction plan and probationary period.

**1: Management Committee HR recruitment updates since April Board meeting.** At all Board meetings discussion was had on the recruitment including how this process needed to comply with due diligence - repeated requirement by Tracy Stedman (LBS) since first mentioned in April Board meeting.

**2: HR sub group meetings since December 2014** with email correspondence where face to face meetings not possible. Last meeting on Saturday 31 October with Interview Panellists to produce final draft of interview questions.

**3: Job Pack circulated to Board Members for review and approval – by email – 8 June 2015.** Approvals received from Christine Nichols and David Goodchild following a minor query re pay scale from David Goodchild. The Job Pack (Job Description, and person specification and Application Form) was circulated by email to ensure confidentiality as it was not known if the Interim TMO Manager would be applying. This material was produced by the HR sub-committee (myself and Inocente Novo with approvals from Teddy as Chair) acting on behalf of the Board. The Job Pack included reference to Occupational Testing and this was provided (at a small cost) by our funder London Borough of Southwark.

**4: 'Managing Staff' training attended by HC on 27 June 2015.** This general training was offered to all on the Board (c/o interim manager forwarding information from LBS / London Local Authorities) covering a range of employment matters from managing difficult staff through to compliancy in the recruitment process including reference to the Equalities Act 2010, employment legislation and legal actions that could be brought against an employer should an employee or interview candidate 'perceive' prejudice against their protected characteristics. I undertook this training on behalf of the HR sub group and the management committee. No one else from the management committee / HR sub group was able to attend. I attended as evidence to our funder that training was undertaken by the management committee and to ensure due diligence and good practice would be followed in the recruitment process.



**5: London Borough of Southwark – 2 bespoke training sessions on recruitment provided to the HR sub group** – myself, Teddy (as Chair) and Inocente. Unfortunately only Teddy and myself, HC, could make the first training date of **20 October** after work as the date had to be brought forward from the 21<sup>st</sup>. Inocente then cancelled her attendance as she was unable to do the changed date.

This first training looked at all the key stages following receipt of applications. We explored standards of what a 'good' written application looked like using actual examples, we explored how to grade and assess these written applications against the Person Specification using a 1 to 5 grading system, how this grading system would be used in the Occupational Testing assessment and the need for us to establish what was a minimum pass grade, how to design interview questions with reference to the Person Spec (and grading responses), communicating with applicants, being briefed on checks, making an offer, induction, being aware of designing a probationary period and reviewing performance in a designated period of time (x months), contracting. And so on. At the training session it was made clear to us that the recruitment process from advert to interview panel and thereafter really did need to be conducted by those who had this training. This is a highly specialized area as all employment matters are regulated by employment law. To act without impunity could incur damages raised against an employer. Finally, we are tasked with managing public money. Final training took place on **3 November** to sign off the interview questions and go through follow up procedures – all checks, induction and contracting.

**6: London Borough of Southwark TMI team support on HR re Recruitment** – throughout the process – to ensure due diligence and compliancy.

**7: Interview Panel names circulated on 30 September in Recruitment**

**Timetable** – part of October Board meeting papers. Unfortunately as Inocente was unable to join the bespoke training session on 20 October, she then had to drop out of this stage of the recruitment and could no longer be a part of the recruitment panel. Training in recruitment is imperative for all members of the HR sub group and Interview Panel. The October training date took place after the management committee meeting of 6 October, otherwise this change would have been reported back then. However, given that the HR sub group had been tasked with making decisions and managing the process and that due diligence was fully complied with we proceeded. Another member of the recruitment panel needed, one who had undertaken formal training in HR and recruitment, knew the implications of employment law and related protocols. This was a difficult decision to make within a very tight time frame, but action needed to be taken behalf of the management committee. We needed someone who knew FCHS. Ali, as former Chair of FCHS, fully trained in recruitment and, having been a part of the recruitment for our previous permanent TMO manager, Abiola, was approached. Thankfully, he said yes.

Ali then worked with myself, HC and Teddy in drawing up a final draft of interview questions linked back to the Person Specification on Saturday 31 October.

On reflection, it was befitting to involve Ali not least as he was fully trained, experienced in recruiting our previous TMO Manager, but also he brought additional impartiality to the whole process. Ali Abdulkarim replaced Inocente who was unable

7-10 Amy

## Fair Community Housing Services

---

to attend the bespoke training at the very last minute/ Ali is a resident from the estates, previous Chair, and trained in HR good practice recruitment c/o LBS TMI team and formal TMO training days.

Throughout this process, HR sub group operated within the FCHS HR sub-committee guidelines:

FCHS Ltd


### HR SUB-COMMITTEE

Chair: The Chair of the Board

Remit of this committee:

1. This committee is a sub committee of the TMO's main Board and all recommendations made by this sub committee will be recorded in the minutes of the sub committee meeting and referred to the next earliest main Board meeting for information or ratification.
2. To be accountable to the main Board for all matters of employment responsibility relating to staffing issues.
3. To consider all issues involving employment legislation that impacts on the work of the TMO as an employer.
4. To deal with issues surrounding staff welfare, conditions of service and other related issues.
5. To consider pension entitlements
6. To nominate (as and when required) members to any disciplinary or grievance panel.
7. To consider issues of good practice around Health & Safety relating to Employer liability.
8. To consider training development.
9. To be involved in the recruitment of staff and development of induction packages.
10. To deal with all issues relevant to good employer practice.
11. To consider such areas of activity that the main Board delegates within its responsibility as an employer.

All decisions of this sub committee are subject to ratification by the main Board. In the case of disciplinary & grievance panel, the main Board shall appoint the Appeals panel.





## Fair Community Housing Services

---

NB any member involved in the recruitment of staff must have undertaken recognised training in recruitment and selection.

ENDS

A handwritten signature in black ink, appearing to be 'R. S. J. [unclear]', located at the bottom right of the page.

