

Altair

Manningham Housing Association

Recruitment Pack

September 2017



Contents

1 Welcome Letter	1
2 About Manningham Housing Association	2
3 Organisational Structure	5
4 The Executive Team	6
5 Role Profile	7
6 Terms and Conditions	11
7 Recruitment Timetable	12
8 Further Information	12
9 How to Apply	12
Appendix 1 Recruitment Monitoring Form	13
Appendix 2 Advertisement	15

1 | Welcome Letter

Dear Applicant,

Thank you for your interest in the opportunity of becoming Chief Executive at Manningham Housing Association (MHA).

I have recently joined the Board as Chair and I am very pleased to be recruiting to this role on a permanent basis. Alison Hadden, our Interim CEO has been working with the Board to help shape MHA and ensure we can deliver our ambition in a cost effective, co-ordinated and innovative way.

The Board recently met to agree the foundations of our Strategic Plan which will be finalised in late September. The focus of this strategy is that we want to remain independent, and continue to provide better services, homes and jobs. We also aspire to be a voice for BME communities, particularly South Asian residents of Bradford, and to develop a community investment strategy. More detail about our strategic plans is provided further on in this pack.

We have high expectations of our new CEO who will build on the hard work of our existing team to help deliver our new Strategic Plan which encompasses delivering our Voluntary Undertaking action plan and regaining our G1 status. We want to retain our good financial track record and create headroom so that we can get back to being an organisation that punches above its weight. We are looking for an experienced leader with strong partnership and ambassadorial skills, as well as an understanding of and commitment to its communities. A social housing background and understanding of governance is essential as is a strong track record of performance and the development of effective partnerships.

This really is a great opportunity for the right person. If you would like to discuss this opportunity further please contact our retained consultant at Altair. For further information about MHA please visit our website at: <http://www.manninghamhousing.co.uk/>

Once again thank you for your interest and I look forward to receiving your application.

Your sincerely



Barrington Billings
Chair

2 | About Manningham Housing Association

Manningham Housing Association (MHA) is 30 years old this year and has a proud track record of delivering homes and services to the communities in Bradford and Keighley. MHA came into existence in 1986 following a piece of research undertaken into the housing needs of Black and Asian Communities in Bradford by the Bangladeshi Youth Organisation based in Bradford. This research proved that the needs of the South Asian Community were not being addressed and the government and the council supported MHA growing from an organisation with two properties to one that now has nearly 1,400 homes and houses over 6,000 residents.

With an annual turnover of £8.5 million and a staff base of around 35 colleagues we are a small organisation. However, MHA has always “punched above its weight” in terms of achievements and we want our new CEO help us to regain our dynamism and impact in Bradford, the wider region and the national level. The housing needs and poverty of the South Asian community in Bradford are as great as ever but with the lack of grant and the multiple layers of welfare reform impacts development of large family homes has all but ceased.

Provision of Homes for Affordable Renting and Affordable Owning

We aim to provide good quality affordable homes and services for those in the greatest need in the Bradford district. Over 80% of our residents are of Bangladeshi or Pakistani origin but we cater for all those in need. Our customer satisfaction levels are extremely high and are consistently in the 95% plus bracket – we sum up our ambition in this area as providing a “hassle free” housing service to our customers. We have a high proportion of large family homes and run a modern sheltered scheme for older residents. We currently manage a number of properties for another housing provider and lease properties from another.

Development and Firebird Homes Ltd

MHA has had a fantastic 30 years growing from humble beginnings and growth and development has been an integral part of our journey. In 2004 a wholly owned subsidiary was formed (Firebird Homes). From its inception to present, it delivered over 750 new homes and at one point, MHA had the largest development in Bradford. Unfortunately, with the lack of grant now available and the impact of the 1% rent reduction imposed on the sector MHA does not currently have the financial capacity to develop new homes for itself. Our aim is still to increase the supply of homes for the South Asian community but we will do this through influencing and developing partnerships with others. We do believe we will create the financial capacity to develop once again and this will be a key role of our new CEO.

Our Services

We pride ourselves in being the landlord of choice in Bradford. We have a huge demand for our homes and very rarely have a home that we find difficult to let.

We pride ourselves in understanding the needs of our customers and offer a flexible and supportive service that takes some of the strain for many who have challenging lives.

Whilst we achieve outstanding customer satisfaction scores we are a relatively low-cost organisation. We believe that we can not only maintain this going forward but enhance it.

Our Board and Governance

Following an In-Depth Assessment by the Homes and Communities Agency (HCA) MHA was downgraded to a non-compliant governance rating of G3 in January 2017. Much work has been undertaken since then and the Board and Executive have been working with the Regulator to develop an Action Plan that will be delivered through a Voluntary Undertaking.

The Board is largely made up of new Members and further recruitment will take place in the autumn. The Action Plan is on track and whilst many of the tasks and process have been completed the embedding of good governance and the culture of excellence needs to be embedded.

Mission and Values

Mission: Working mainly in Bradford and Keighley our mission is to improve people's lives by providing good quality homes for those who need them and a range of services aimed at maximising enjoyment of the homes and the local area and enhancing independence and quality of life.

Vision: Driving for Excellence in Every Facet of our Business

Values: Our values are the operating principles that guide our conduct and our relationship with tenants, customers, partners and stakeholders:

Customer First

- We exist because of our customers
- We welcome and act on feedback from our customers
- We always look for ways to keep our customers happy
- We are passionate about our work
- We aim to get things right first time
- We are highly motivated and passionate about our work
- We believe in continuous improvement
- We bring innovation and creativity to our work

Embrace Diversity

- We celebrate the diversity contained within each individual
- We believe that embracing diversity will create an environment in which talent will flourish
- We enjoy the challenge of responding to the diversity of our customers

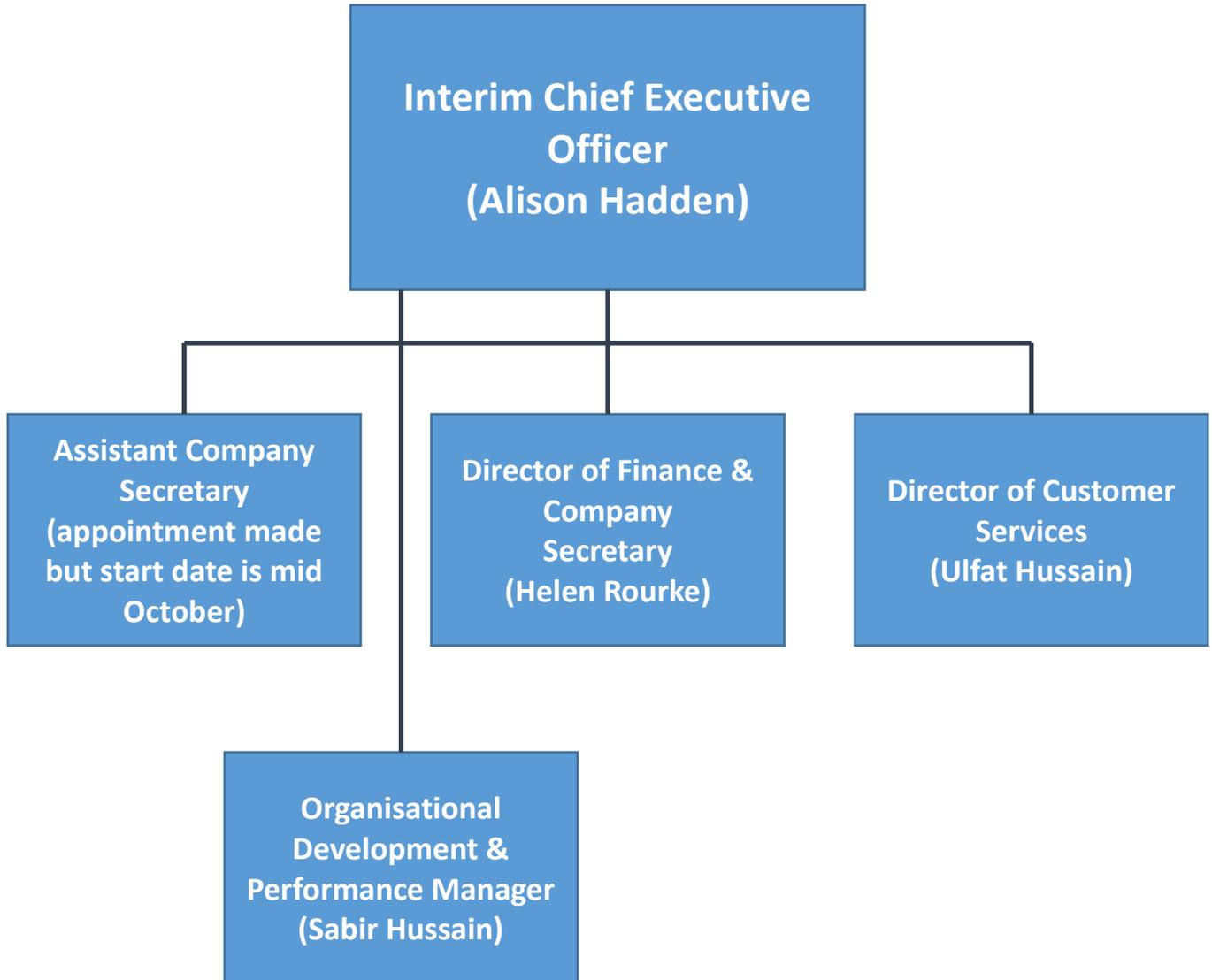
Accountability

- We strive to meet the highest levels of accountability
- We always take responsibility for our actions
- We believe in being honest, open and transparent in all our work
- We will work in partnership to make things happen
- Our customers influence our business

Our people

Whilst individually our people are unique and diverse, they share one common attribute – a passion for great customer service and an understanding of what it means to have a business mind and a social heart. And above all else at MHA we live our values and believe in our mission.

3 | Organisational Structure



4 | The Chair and Executive Team

Chair profile



Barrington Billings is the Chair and he began his senior housing career as Director at Hallmark Community Housing. Since then, he has held Executive-level posts at a number of Housing Associations, including Prime Focus and Places for People Group. Barrington now works as an Independent Housing consultant and is currently Interim Head of Asset Management and Development at Tuntum Housing Association. Barrington has also served on a number of Boards including as a non-executive at an NHS Trust; an External Examiner at De Montfort University; a Visiting Lecturer at Warwick University and was Chair of the Joint Awarding Body of the CIOB & CIH. In the commercial sector, Barrington established a successful Asset Management company and within the sector, he has served on the Boards of Gentoo Group, Chaired Arhag Housing and served as President of the CIH from 2005-2006.

Executive Team profiles



Alison Hadden is the Interim Chief Executive and has worked in a wide range of organisations nationally that differ in scale, complexity and history. She has been a Chief Executive, Non-Executive Director and Interim Chief Executive. Her track record of instigating real change is matched by a proven ability to build lasting partnerships, good financial acumen and strong strategic planning skills.



Helen Rourke is the Director of Finance and Company Secretary. She leads the Finance Team and is responsible for all aspects of financial management and reporting. She has over 10 years' experience of working within the social housing sector; initially as an auditor with KPMG and more latterly as a Finance Director. Helen is a fully qualified CIPFA Accountant with significant experience of financing, strategic planning and regulation. She is also a Non-Executive Director for a housing association in Salford.



Ulfat Hussain is the Director of Customer Services. He has specific responsibility for the delivery of services ensuring the highest level of customer satisfaction. Ulfat is a Fellow of the Chartered Institute of Housing, has a Degree in Housing Studies, a Post-Graduate Certificate in Leadership and has recently qualified as a PRINCE2 practitioner.

5 | Role Profile

5.1. Job Description

CHIEF EXECUTIVE

Responsible to: Chair of the Board

Responsible for:

The Directors, and the OD and Performance Manager and through them all other members of Manningham Housing Association (MHA). Responsible for the smooth and effective running of the MHA Board and for the, largely dormant, Firebird Homes Company.

Overall Purpose:

Provide effective leadership and performance management of MHA holding executive responsibility for all its day to day operations. Ensure that MHA works effectively with current and future tenants, leaseholders, residents, partners and other stakeholders to shape the future development of the organisation.

Ensuring MHA operates to the highest standards of governance and compliance.

Key Responsibilities

- i. Provide clear direction, effective leadership and support to senior managers and through them, to all staff; develop a leadership style and culture which encourages and motivates all employees to enable the provision of high quality services.
- ii. Ensure that the Board and its Committees are serviced effectively and provided with full information to enable them to make well-informed decisions within their overall mandate. To also foster and promote collaborative working with the Chair and the Board of Directors.
- iii. To ensure provision of a training and development strategy that enables Board members to work effectively together in fulfilling their statutory, regulatory and leadership responsibilities.
- iv. To lead the development of strategic goals, objectives, business and financial plans, providing the Board with options relating to the development of MHA; to advise on the formulation of policy and lead the implementation of Board decisions so that objectives are achieved.
- v. To ensure the activities of MHA are carried out to the highest standards of integrity and professionalism, meeting company secretarial and governance requirements, and in accordance with regulation, statutory bodies, relevant legislation and best practice.
- vi. To lead MHA in devising and delivering a community investment strategy.
- vii. To take overall responsibility for ensuring that financial affairs of the organisation are properly controlled and that the financial security of the organisation is maintained and enhanced.

- viii. Review business strategy and assess the strategic options facing the Board in order to make appropriate recommendations for future activity.
- ix. To ensure that MHA demonstrates commitment to delivering a customer focussed service, and ensures customer involvement throughout the whole organisation.
- x. To ensure that MHA implements the agreed Asset Management Strategy that delivers stock investment needs.
- xi. To ensure MHA is compliant with all legal and statutory H&S compliance requirements ensuring our customers and their families are safe in their homes and environs.
- xii. To develop and maintain partnerships and links that promote a positive profile of the association, that maximise available resources and opportunities, and are in accord with Board, staff and tenants' aspirations.
- xiii. To shape and lead cultural and organisational change that supports service delivery and motivates all employees enabling them to provide the highest standards of service to all customers.
- xiv. To create innovative partnerships to promote the delivery of new homes for the South Asian community in Bradford and the wider region.

5.2. Person Specification

PART ONE
Education and Qualifications
<ul style="list-style-type: none"> ▪ Degree (or qualified by experience) ▪ Relevant professional qualification and management qualification (desirable) ▪ Evidence of continuous professional development
Knowledge and Experience
<ul style="list-style-type: none"> ▪ Substantial experience of effective leadership within a social housing organisation and a comprehensive understanding of relevant governance regulations and requirements
<ul style="list-style-type: none"> ▪ Experience of reporting to and servicing Committees/Boards and a comprehensive understanding of relevant governance regulations and requirements
<ul style="list-style-type: none"> ▪ Demonstrable evidence of effective strategic and operational planning, policy development and implementation
<ul style="list-style-type: none"> ▪ Experience of financial and budget management and an appreciation of the risks associated with property assets and investment
<ul style="list-style-type: none"> ▪ Experience of delivering and managing the risks associated contract management and development
<ul style="list-style-type: none"> ▪ Experience of working within a regulated sector together with sound knowledge of H&S and other compliance issues
<ul style="list-style-type: none"> ▪ Proven track record of collaborative, strong and effective leadership, motivating and managing a team of over 20 people
<ul style="list-style-type: none"> ▪ Strong track record of working in partnership with external partners and stakeholders as well as being an ambassador for an organisation
<ul style="list-style-type: none"> ▪ Evidence of ensuring that inclusion and diversity are embedded in all aspects of the business
<ul style="list-style-type: none"> ▪ Understanding of the issues impacting on BME organisations and local knowledge of Bradford's South Asian BME community and its needs
<ul style="list-style-type: none"> ▪ Comprehensive knowledge and understanding of the affordable housing sector

PART TWO

Skills and Competencies

- A challenging, supportive and inspirational leadership style that promotes a collaborative, people first culture and inspires senior managers and staff to work effectively both individually and as a team in a changing environment
- Possessing the authority, presence and integrity that brings forth respect from colleagues within MHA and from external contacts
- The ability to communicate complex (numerical and verbal) information with clarity to a wide range of audiences
- High level of business acumen and strategic understanding with the ability to prioritise and plan effectively
- Ability to develop a clear vision for the future development of MHA and a commitment to its long-term success
- Ability to lead excellence in performance, customer service and quality
- Problem solving skills based on an analytical approach
- Strong interpersonal skills with the ability to build relationships and networks
- Creative and energetic with a high level of motivation
- Demonstrates adaptability and resilience valuing and promoting honesty and integrity
- Displays personal motivation and commitment at the same time as empowering, enabling and motivating others
- Demonstrates adaptability and resilience valuing and promoting honesty and integrity
- Displays personal motivation and commitment at the same time as empowering, enabling and motivating others

6 | Terms and Conditions

MHA offers a competitive reward package for the Chief Executive position including the following benefits:

Benefit	Details
Remuneration	£90,000
Pension	A DC scheme (up to 10% employer contribution)
Annual leave	25 days annual leave which increases after 3 years' service by one further day for each complete holiday year until a maximum of 30 days' leave is achieved, plus eight public/bank holidays
Notice Period	Three months
Other benefits	<p>We believe in growing and developing our employees through professional and personal development.</p> <p>Full and thorough induction process - There will be a handover and overlap period with the Interim Chief Executive to enable you to be supported and inducted into the role effectively.</p>

7 | Recruitment Timetable

Recruitment stage	Date
Closing date	9am Monday 25 September 2017
Initial interviews (MHA)	Tuesday 3 October 2017
Online assessment	tbc
Final Interviews (MHA)	Wednesday 18 October 2017

8 | Further Information

For an informal and confidential discussion about the position, please contact our retained advisor at Altair Ltd:

Sarah Palmer, Head of Interim Management and Executive Search
Mobile: 07806 602933 Email: sarah.palmer@altairltd.co.uk

9 | How to Apply

To apply for the Chief Executive position at MHA, please go to: <http://www.altairltd.co.uk/job/mha-cex-169/>. Complete our registration form and attach the following documentation (please save your files with your surname first, followed by your first name and a description of the file):

- A detailed CV (no more than 3 sides of A4) including details of positions held (and dates), size of budgets, teams managed and key achievements
- A supporting statement (no more than 4 sides of A4) explaining your motivation in applying for the Chief Executive position at MHA and also addressing PART ONE of the person specification
- Please provide the names and full contact details for three referees. References must include at least two positions with separate employers and, as a minimum, cover a period of three years employment and/or training history, where this is possible. Please note we will not take up references without your prior permission
- Completed Recruitment Monitoring Form (a Word version is available on our website) and attached as reference at Appendix 1 of this recruitment pack

The closing date for applications is: **9am Monday 25 September 2017** and the job reference code is: ALT169. Your application will be acknowledged and treated with strictest confidence.

Appendix 1 | Diversity Monitoring Form

Equal Opportunities Monitoring Form			
Manningham Housing Association is committed to implementing its Equal Opportunities in employment. All applicants for employment are asked to complete the following details. The information, which is used solely for monitoring purposes, will be treated as confidential and will be separated on receipt before consideration of applicants takes place.			
Full name		Date	
Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>	Date of Birth
Vacancy applied for			
Where did you see the vacancy advertised?			
Do you consider yourself to have a mental or physical disability which has substantial and long term adverse effect upon your ability to carry out normal day-to-day activities?			
Yes <input type="checkbox"/>		No <input type="checkbox"/>	
If yes, please give brief details, and any facilities or provision you require for attending the interview			
Ethnic Origin: please tick the box which you feel best describes your ethnic origin			
WHITE		MIXED/MULTIPLE ETHNIC GROUPS	
British	<input type="checkbox"/>	White and Black Caribbean	<input type="checkbox"/>
Irish	<input type="checkbox"/>	White and Black African	<input type="checkbox"/>
Gypsy or traveller	<input type="checkbox"/>	White and Asian	<input type="checkbox"/>
Any other white background	<input type="checkbox"/>	Any other mixed/multiple ethnic background	<input type="checkbox"/>
ASIAN/ASIAN BRITISH		BLACK/AFRICAN BACKGROUND	
Indian	<input type="checkbox"/>	African	<input type="checkbox"/>
Pakistani	<input type="checkbox"/>	Caribbean	<input type="checkbox"/>
Bangladeshi	<input type="checkbox"/>	Any other Black/African/Caribbean background	<input type="checkbox"/>
Chinese	<input type="checkbox"/>		
Any other Asian background	<input type="checkbox"/>		
OTHER ETHNIC GROUP		PREFER NOT TO SAY	
Arab	<input type="checkbox"/>		
Any other ethnic group	<input type="checkbox"/>		
Religion: Please tick a box which you feel best describes your religion:			
None	<input type="checkbox"/>	Hindu	<input type="checkbox"/>
Christian (all denominations)	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
		Sikh	<input type="checkbox"/>
		Any other religion	<input type="checkbox"/>
		Prefer not to say	<input type="checkbox"/>
Sexual Orientation: Please tick a box which you feel describes your sexual orientation:			
Heterosexual	<input type="checkbox"/>	Gay Woman	<input type="checkbox"/>
Gay Man	<input type="checkbox"/>	Bisexual	<input type="checkbox"/>
		Other	<input type="checkbox"/>
		Prefer not to say	<input type="checkbox"/>

Recruitment advertising monitoring - Job reference code ALT169

How did you find out about this opportunity?

	Please indicate "YES" as appropriate
Altair e-bulletin	
Altair website	
Altair Twitter	
Approached directly by Altair	
LinkedIn	
Online browsing	
Inside Housing online	
Word of mouth	

Appendix 2 | Advertisement



Chief Executive
Manningham Housing Association
Bradford, West Yorkshire
Remuneration – £90,000 plus benefits

Manningham Housing Association (MHA) has nearly 1,400 properties across the Bradford and Keighley area including social rented housing, emergency accommodation, housing for older people and shared ownership homes. The Association has over 6,000 residents, about 35 staff and an annual turnover of around £8.5million.

Having recently appointed a new Chair – Barrington Billings - and agreed the foundations of our new Strategic Plan, we have an exciting and ambitious future which includes remaining independent and being a voice for BME communities, particularly South Asian residents of Bradford, as well as developing a community investment strategy.

We have high expectations of our new CEO, who will build on the hard work of our existing team to help deliver our new Strategic Plan which encompasses delivering our VU action plan and regaining our G1 status. We want to retain our good financial track record and create headroom so that we can get back to being an organisation that punches above its weight. We are looking for an experienced leader with strong partnership and ambassadorial skills, as well as an understanding of and commitment to communities. A social housing background and understanding of governance is essential as is a strong track record of performance and the development of effective partnerships.

To find out more please visit <http://www.altairtd.co.uk/job/mha-cex-169/>

If, having read the recruitment pack, you would like to discuss this opportunity further please contact our retained consultant at Altair.

The closing date for applications is: 9:00am Monday 25 September 2017.