



Operations Services Directorate

Recruitment pack for:

Director of Retirement Living & Care Services

Director of Supported Living



Contents

- Welcome letter from David Taylor – Executive Director of Operations
- Role profiles
- Midland Heart 2020 – Corporate Strategy
- Key dates - recruitment timetable



Dear Applicant

Thank you for your interest in Midland Heart. Since our foundation in 1925, our focus for the past 90 years has always been to help people to live independently. These are exciting times for our organisation; we have agreed a new and ambitious corporate strategy for the period to 2020 and are moving forward in the delivery phase. This includes the establishment of a new Operations Directorate and these roles will be part of a leadership team shaping this.

Our key objectives include high levels of customer satisfaction, subsidy free care and support services that deliver value and developing a high performing leadership and management team. We are serious about increasing housing supply and our plan is to build up to 4500 new homes over the next 4 years, including housing solutions for retirement living.

The roles:

We are committed to being a leading provider of Care & Support services and have a positive vision for the future of this important part of our work. Our ambition is to be a dominant provider of accommodation based retirement living, older person's services, inclusion, homelessness and supported living services.

Your challenge will be to deliver the highest quality services that are effective, efficient and financially viable in an increasingly difficult external environment.

You will need to be commercially astute and be able to combine strategic thinking with an ability to deliver, and motivate those around you to deliver.

We are looking for someone who shares our vision and organisational values:

- Being people focussed.
- Is inclusive.
- Professional in approach.

If you have the ambition, drive and resilience to make our new strategy a success then this is a fantastic opportunity for a talented individual to join our team.

We very much look forward to receiving your application.

Yours sincerely,

David Taylor

David Taylor

Executive Director of Operations

20 Bath Row, Birmingham B15 1LZ

Customer contact number 0345 60 20 540 all other enquiries 0870 60 70 300

fax 0870 60 70 370 www.midlandheart.org.uk

Midland Heart Limited operating as Midland Heart Registered office: 20 Bath Row, Birmingham B151LZ
A registered society under the Co-operative and Community Benefit Societies Act 2014 No.30069R
A charitable housing association

Role Profile

Director of Retirement Living and Care Services

| | |
|-------------------------|---|
| Job Title: | Director of Retirement Living and Care Services |
| Hours: | 35 per week |
| Location: | Bath Row, Birmingham |
| Salary: | £75,750 for full time plus £5.5k car allowance |
| Reporting to: | Executive Director, Operations |
| Responsible for: | CQC registered services, catering services, extra care and retirement living services. |
| Job purpose: | Lead and develop a high quality retirement living and care services that are commercially focussed, person centered and comply with all legal and regulatory requirements. Create an environment where colleagues are engaged and motivated and Midland Heart's values and behaviours are fully embedded. |

Key Responsibilities and Accountabilities

- Lead, develop and manage the team, acting as a role model for team members and leading by example to maximise their performance potential.
- Creating a working environment where colleagues feel empowered and engaged.
- Support the Executive Director and executive board to make an effective contribution to the strategic vision of the group.
- Provide leadership & vision for the on-going development of high quality retirement living and care products and services.
- Work with the new business development team to identify and ensure that new business opportunities are developed with stakeholders in sectors identified by our corporate strategy.
- Play a prominent role in the repatriation of externally managed extra care schemes. Ensuring services to customers are maintained during a time of transition and leading the integration of the schemes into the Midland Heart portfolio.
- Act as the main point of contact with the Care Quality Commission by being the legally responsible person for the business as a whole; but also ensuring our relationship is proactive and enabling.

- Be responsible for supervising the management of CQC regulated activity, ensuring all legal and regulatory matters are complied with. As a minimum ensuring all registered services achieve at least a 'good' rating following inspections.
- Lead the provision of catering services to our customers. Keeping these under review so they remain commercially viable.
- As part of the Directors Group create a cross directorate culture of co-operation and joint working.
- Develop strategies and plans that will structure services for the future and encourage their development ensuring maximum efficiency and effectiveness. The aim is to ensure our processes are 'simple, effective and that work'.
- Keep abreast of housing, care and support political developments across the housing sector and the UK economy in general.
- Build and manage relationships with external stakeholders, including commissioners, regulators and trade bodies, actively promoting the work of the Group with our partners and stakeholders.
- To contribute to, and operate at all times in accordance with the principles of good governance and the policies and procedures of the Association; working effectively with internal stakeholders to ensure the delivery of high quality services.
- Be accountable for the preparation and management of all designated operational budgets and management of assigned supplier contracts.
- Keep business costs and allocated resources under constant review and successfully deliver financial targets.
- Ensure our work on VFM remains high profile and that it remains transparent. Very much aligning this to our corporate plans and benchmarking work.
- To be responsible for the health, safety and welfare of yourself, customers and others at work and to undertake the health and safety duties outlined in the Midland Health & Safety Policy.
- Promote and embed the Midland Heart organisational values.
- To take part in the on call arrangements within Care and Support.
- Any other duties commensurate with the role.

| Education, qualifications and training | Application | Interview | Test |
|---|-------------|-----------|------|
| Housing or social care qualification or significant work experience in a related field | ● | | |
| Experience | Application | Interview | Test |
| Experience of leading and managing registered care services at a senior level, preferably in a commercial environment | ● | | |
| Experience of working with the CQC | ● | | |
| Experience of successfully leading and managing large and dispersed teams of people | ● | | |
| Experience of successfully developing and controlling significant budgets | ● | | |
| Experience of successfully delivering large change programs | ● | | |
| Experienced in developing strategies and plans that deliver tangible results | | ● | ● |
| Knowledge & Skills | Application | Interview | Test |
| Skilled at motivating large teams of people and able to communicate the values of the organization | | ● | |
| Able to work under own initiative | | ● | |
| Apply strategic thinking and effective problem solving | | ● | |
| Detailed knowledge of care and support environments and legislative and regulatory frameworks | | ● | ● |
| Excellent communications skills sufficient to explain complex issues easily | | ● | ● |
| An ability to write high quality reports to governance boards | | ● | ● |
| Able to develop systems, plans and strategies | | ● | ● |
| Proven competence in change management | | ● | |
| Able to develop demanding performance standards that successfully deliver service and financial objectives | | ● | |
| Able to work collaboratively through excellent negotiating and influencing skills | | ● | ● |
| Proven competence in managing and controlling budgets to meet financial targets | ● | ● | |
| Personal qualities | Application | Interview | Test |
| Committed to eliminating discrimination and inequality as well as embracing diversity | | ● | |
| Customer focussed with a commitment to respecting dignity and pursuing an excellent customer experience | | ● | ● |
| High degree of personal drive, capable of delivering results to tight timeframes and under pressure | | ● | ● |
| Committed to the aims and ambitions of the organisation and the broader issues of the housing and care sector | | ● | |

Role Profile

Director of Supported Living

| | |
|----------------------|---|
| Job Title: | Director of Supported Living |
| Hours: | 35 per week |
| Location: | Bath Row, Birmingham |
| Salary: | £65,207 for full time plus £5.5k car allowance |
| Reporting to: | Executive Director, Operations |
| Job purpose: | Lead and develop high quality homelessness, inclusion and supported living services that are commercially focussed and comply with all legal, contractual and regulatory requirements. Create an environment where colleagues are engaged and motivated and Midland Heart's values and behaviours are fully embedded. |

Key Responsibilities and Accountabilities

- Lead, develop and manage the team, acting as a role model for team members and leading by example to maximise their performance potential.
- Creating a working environment where colleagues feel empowered and engaged.
- Support the Executive Director and executive board to make an effective contribution to the strategic vision of the group.
- Provide leadership & vision for the on-going development of high quality homeless and supported living services.
- Work with the new business development team to identify and ensure that new business opportunities are developed with stakeholders in sectors identified by our corporate strategy.
- As part of the Directors Group create a cross directorate culture of co-operation and joint working.
- Develop strategies and plans that will structure services for the future and encourage their development ensuring maximum efficiency and effectiveness. The aim is to ensure our processes are 'simple, effective and that work'
- Keep abreast of housing and support political developments across the housing sector and the UK economy in general.

- Build and manage relationships with external stakeholders, including commissioners, regulators and trade bodies, actively promoting the work of the Group with our partners and stakeholders.
- To contribute to, and operate at all times in accordance with the principles of good governance and the policies and procedures of the Association.
- Be accountable for the preparation and management of all designated operational budgets and management of assigned supplier contracts.
- Keep business costs and allocated resources under constant review and successfully deliver financial targets.
- Ensure our work on VFM remains high profile and that it remains transparent. Very much aligning this to our corporate plans and benchmarking work.
- To be responsible for the health, safety and welfare of yourself, customers and others at work and to undertake the health and safety duties outlined in the Midland Health & Safety Policy.
- Promote and embed the Midland Heart organisational values.
- To take part in the on call arrangements within Care and Support.
- Any other duties commensurate with the role.

| Education, qualifications and training | Application | Interview | Test |
|---|-------------|-----------|------|
| Housing or social care qualification or significant work experience in a related field | ● | | |
| Experience | Application | Interview | Test |
| Experience of leading and managing people focussed services at a senior level, preferably in a commercial environment | ● | | |
| Experience of working within a regulated environment | ● | | |
| Experience of successfully leading and managing large and dispersed teams of people | ● | | |
| Experience of successfully developing and controlling significant budgets | ● | | |
| Experience of successfully delivering large change programs | ● | | |
| Experienced in developing strategies and plans that deliver tangible results | | ● | ● |
| Knowledge & Skills | Application | Interview | Test |
| Skilled at motivating large teams of people and able to communicate the values of the organization | | ● | |
| Able to work under own initiative | | ● | |
| Apply strategic thinking and effective problem solving | | ● | |
| Detailed knowledge of care and support environments and legislative and regulatory frameworks | | ● | ● |
| Excellent communications skills sufficient to explain complex issues | | ● | ● |
| An ability to write high quality reports to governance boards | | ● | ● |
| Able to develop systems, plans and strategies | | ● | ● |
| Proven competence in change management | | ● | |
| Able to develop demanding performance standards that successfully deliver service and financial objectives | | ● | |
| Able to work collaboratively through excellent negotiating and influencing skills | | ● | ● |
| Proven competence in managing and controlling budgets to meet financial targets | ● | ● | |
| Personal qualities | Application | Interview | Test |
| Committed to eliminating discrimination and inequality as well as embracing diversity | | ● | |
| Customer focussed with a commitment to respecting dignity and pursuing an excellent customer experience | | ● | ● |
| High degree of personal drive, capable of delivering results to tight timeframes and under pressure | | ● | ● |
| Committed to the aims and ambitions of the organisation and the broader issues of the housing and care sector | | ● | |



FIT FOR THE **FUTURE**

Corporate Plan | 2016 - 2020



Where do we want to be by 2020?

STRATEGY OVERVIEW



Mission

To be a leading provider of housing and care, helping people to live independently. We do this through providing housing, care and opportunity to our customers



Vision

- High levels of customer service from our core landlord services
- Continue to build as many homes as we can
- Support home ownership and provide homes for affordable rent
- Focus on homelessness and older persons' services
- High performing managers
- Staff with the right skills, technology and expertise
- Strong support and trust from partners



Values

- People Focused
- Inclusive
- Professional

How will we know we have got there?

KEY OBJECTIVES



Customers

- High customer satisfaction for our landlord and Care and Support services'
- Customers access services less often and in different ways
- Support sustaining tenancies
- Dominant provider of inclusion services across Birmingham
- Dominant provider of older persons' services across the Midlands



Financial

- Ensure we remain financially healthy
- Reduce management costs in general needs
- Our Care and Support business covers direct and indirect costs



Growth

- Continue to build as many homes as we can
- Replace properties lost through Right to Buy
- Be prepared for merger or partnership



People, Systems and Governance

- High performing managers
- Easy place for staff to get things done
- Simple and effective governance structures

How will we do it?

FIT FOR THE FUTURE



Customer First

We want to transform how we interact with our customers in general needs so we can target resources effectively, resolves queries quicker and improve satisfaction



Right homes in the right place

Continue to focus on proactively improving our homes and building as many homes as we can with our resources



Care & Support

A complete review of the Care and Support business to ensure that it is sustainable in the future



New ways of working

Support services that are increasingly streamlined (paperless), standardised and automated



2016/17 Delivery plans and key projects

Mission, Purpose and Vision

Our four year vision to 2020 –
what does this mean in practice?

Our mission and purpose

Our mission is to be a leading provider of housing and care, helping people to live independently. We do this through providing housing, care and opportunity to our customers.

Our vision

We will deliver a **range of housing options** to our customers balancing great customer service, excellence and value for money.

We will also support our customers, where appropriate, to move into home ownership, and will continue to **deliver the new homes** which this country so desperately needs.

Our Care and Support business will also continue to work with a range of customers **anchored in our accommodation**, with a particular focus on homelessness & older persons' services

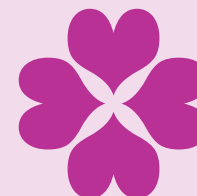
Finally, we want others to **approach Midland Heart as the first port of call** should they want to work more closely with a housing and care provider.

For our customers:



- Good quality housing which **supports home ownership** and continues to **provide homes for affordable rent**
- Consistently **high levels of core landlord services**
- Care and Support customers who **live independently and in a safe way**
- Advice and support provided to help people **access employment and skills opportunities**
- Customers can access **services in a way that works for them** without the need to phone a member of staff

For Midland Heart:



- A **Care and Support business that covers all of its costs**
- **Dominant provider of older persons' services** within the Midlands and the **dominant provider of inclusion** in Birmingham
- Continue to sustainably **build and acquire as many homes as we can**
- A **Property Care** repairs service which performs **better than the private sector**
- **High performing managers** who behave in a consistent way
- **Staff have the right skills, technology and expertise**

For stakeholders:



- A merger partner of choice and have **strong support from partners** such as local authorities
- **Retain trust with our regulators** e.g. Homes and Communities Agency, Care Quality Commission

Our Values

In order for us to fulfil our mission we need to ensure that staff are also able to personally relate to the standards and behaviours that will make Midland Heart a long term success.

Our values and the associated behaviours are defined using the **MyValues** summary:

MyValues
PEOPLE FOCUSED · INCLUSIVE · PROFESSIONAL

MyValues are **PEOPLE FOCUSED**



I am passionate about supporting our customers, colleagues and partners.

- Placing customers at the centre of what we do
- Enabling my colleagues to be the best they can be, recognising the excellence and expertise of others
- Committed to working closely with our external partners

MyValues are **INCLUSIVE**



I value everyone's abilities, respect their views and embrace individuality because that makes us a stronger team.

- Flexible, approachable and understanding
- Valuing the diverse nature of our teams and the customers we work with
- Ensuring feedback is always welcomed

MyValues are **PROFESSIONAL**



I am a proud ambassador for Midland Heart working with integrity, honesty and drive to help Midland Heart succeed.

- Ensuring that what we do, we do well - understanding that we need to be a financially strong organisation to deliver great services
- Committed to continuous improvement, taking personal accountability for actions and results
- Acting as a positive role model for the organisation

Our Key objectives CUSTOMERS:

We will know we have achieved our strategy when we have delivered on a number of key objectives by 2020

Key objectives

What is the target?

How will we do it?

SOC1: Deliver consistently high levels of customer satisfaction for our landlord services and provide quality Care and Support services

Target to 2020: 90 % for overall satisfaction and 95 % compliance for C&S inspections

Key areas:

- Customer First
- Property Care expansion
- C&S review

SOC2: Customers: have a lesser need to contact Midland Heart and we provide more efficient methods for customers to make service requests

Target to 2020: At least 50 % of all customer transactions are done online

- Customer First Programme Phase 2, this will focus on online services for customers

SOC3: Support sustaining tenancies

Target to 2020: Reduce the preventable ending of tenancies to 10 %

- Customer First and the impact of the 'People' team

SOC4: Be the dominant provider of inclusion services in Birmingham

Target to 2020: Depending on the terms of the retender we seek to hold onto the Birmingham Supporting People contract

- C&S review
- Successfully meet current performance targets

SOC5: Be the dominant provider of Older Persons' accommodation within the Midlands

Target to 2020: Highest number of homes in the Midlands

- Transfer of 14 schemes from Extra Care Charitable Trust will make this achievable.
- In addition, we will also explore a programme of self-financing older people's development

Our Key objectives **FINANCIAL:**

Key objectives

SOF1: To ensure we remain financially healthy

SOF2: Reduce management costs in General Needs by £300 per home

SOF3: Our C&S business will be subsidy free i.e. that has an income which covers all the costs of providing services

What is the target?

Target to 2020: Delivering our £10m efficiency savings target and meeting our business plan objectives, including our financial golden rules

Target to 2020: Reduce management costs in General Needs by £300 per home

Target to 2020: To be subsidy free

How will we do it?

All

Cross cutter
- Customer First
- C&S review
- New ways of working
- VFM programme and benchmarking

- Customer First and the impact of the 'People' team



Our Key objectives **GROWTH:**

Key objectives

SOG1: We will continue to build desperately needed new homes

SOG2: To replace lost Right to Buy homes over the life of the strategy on a 1:1 basis

SOG3: Mergers and Strategic Partnerships: Being prepared and keeping regular dialogue with potential partners

What is the target?

Target to 2020: We will build up to 4,500 new homes by 2020

Target to 2020: Replace all homes lost from Right to Buy

Target to 2020: Target not appropriate

How will we do it?

- Right homes in the right place

- Right homes in the right place



Our Key objectives PEOPLE, SYSTEMS AND GOVERNANCE:

Key objectives

PSG1: To have a leadership and management team that is highly engaged, motivated, diverse and able to both lead and manage change

PSG2: To make Midland Heart an easy place for staff to interact with back office so that they can focus effectively on frontline delivery

PSG3: To have the right governance and Board/Committee structures in place to support our vision and delivery plans

What is the target?

Target to 2020: Staff engagement survey target of 90 % (managers)
Sickness Absence 4.1 %

Target to 2020: 90 % of key back office transactions with frontline staff are automated (paperless).

Targets & Monitoring: Key elements will be:
- Have we delivered the 15/16 Governance Improvement plan?

How will we do it?

- Total reward strategy
- Leadership and management programme
- Behaviours and standards framework
- Succession Planning

- New ways of working

- Board review



How will we do it?

Our **Fit for the Future** programme sets out the actions we will take to deliver the above. We have grouped the programme into four main themes which are shown to the right:

FIT FOR THE FUTURE



Customer First:

We want to transform how we interact with our customers in general needs so we can target our resources in the right areas, resolve queries quicker and ultimately increase customer satisfaction.

- Deliver a cross-directorate Customer Hub
- People team to provide expert services that tackle complex customer issues
- Place team to ensure our neighbourhoods are managed to a high standard
- Promote a positive customer experience and service improvement by listening to customer feedback
- Combine Employment and Skills and Money Advice to positively support people affected by welfare reform
- Income collection and allocations and lettings will remain core activities that we need to deliver well

Care and Support 2020:

A review of the Care and Support business to ensure that Midland Heart provides financially viable, quality care and support services to meet the needs of the business, commissioners and customers

- A planned exit from specialist learning disability and three mental health registered services
- Improving operational business performance and addressing issues of services that do not deliver the required financial return
- Bringing back into the business extra schemes previously managed by Extra Care Charitable Trust
- A review of how we operate our commercial services such as Frost and Snow and TLC
- Develop and implement a new model for how we deliver Care and Support in the future through the creation of an Operations Directorate

Right Homes in the Right Places:

We will continue to focus on a proactive approach to maintaining and improving our homes. We will continue to develop new homes by directing resources to development as far as we can

- Look at options for properties that are inefficient to manage and maintain e.g. sale
- Growing our in-house Property Care team
- Find further efficiencies in terms of the works we undertake for repairs and planned maintenance
- Replace any homes we lose through the extension of Right to Buy
- Develop additional new properties to deliver the much needed supply of new homes
- Continue to build properties for affordable rent and develop more properties to support low cost home ownership e.g. shared ownership

New Ways of Working:

Our support services will need to respond to the challenges of new ways of working. Our vision is support services across the business that are increasingly streamlined (paperless), standardised and automated.

- Enhance regional working by enabling staff to be closer to the homes they manage. This will include closing our regional offices and moving to touchdown points
- Enable change through the Total Reward Strategy
- A priority will be to support staff to deliver our changing frontline services in both housing and Care and Support
- We want to have processes that are simple, effective and that work

Corporate Delivery Plan 2016/17

There are a number of key projects in **Fit for the Future** that will be delivered in 2016/17

Customer First:

Strategy in place to respond to Government changes

Customer Hub goes live in Assets & Neighbourhoods

People & Places team go live

Replace tenancy transfers with mutual exchanges

Look at how we develop Self Serve e.g. online rent statement

Regional offices replaced with touchdown points

Care and Support 2020:

Develop detailed plan for the review

Roll out new approach to rotas and using agency staff

Action plan for services which do not deliver the required financial return; Business case for working with Health Service

Strategy for maximising income for Extra Care

Exit LD, commence with Hereford Plan for transfer of Extra Care Charitable Trust schemes

Appraise commercial services Review directorate overhead

Voids review completed & new process in operation

Implemented commercial services and direct overheads plan

Timeline

March 16

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June 16

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September 16

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December 16

—

—

March 17

Right Homes in the Right Places:

Property Care expansion business case for approval

Agree plans to exit underperforming properties

Develop plan (what, where & how many) for new builds on top of Right to Buy

Right To Buy Policy/ Replacement Programme plan in place
(timing subject to further detail being announced)

Exit plan progress update on under-performing properties

Asset management system: Keystone review

Property Care expansion - go live

New Ways of Working:

Launch of new values

Total Rewards go live
Mergers & Partnerships review update

E-Learning go live
Launch of Leadership & Management Programme, Behaviours & Standards Framework & E&D Strategy

Finance and Procurement system fully live
Governance review
External Affairs Strategy

IT update on key projects

Staff engagement update: one year on - Partnership Council

Review of how we manage our information

IT update on key projects
Total Reward review 1 year on

Recruitment timetable

Director of Retirement Living & Care Services

Director of Supported Living

| Activity | Date |
|--|-----------------------|
| Final date for submission of CVs and cover letters | 5pm on 15th July 2016 |
| First interviews | 28th July 2016 |
| Assessment Centre & final interviews | 16th August 2016 |