



Director of IT

Information for Candidates

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Welcome message from Glenn Harris, Executive Director of Corporate Resources

Firstly, I would like to express my thanks for taking the time to show an interest in what is one of the key roles within Midland Heart.

This is a very exciting time to be joining Midland Heart. As a traditional Housing Association, with a history dating back to 1925, we have been going through a wide-ranging review of the organisation, which culminated in the launch of our Corporate Plan to 2020, which sets out the organisation's ambitions to be fit for the future. A copy of this plan is included in this pack. Since our launch, we have been busy implementing the strategy and we are making clear strides in achieving our corporate objectives.



The role of IT Director leads a team that has to date played a major role in the transformation process and we see this continuing in the years ahead. As part of the Finance & Resources directorate, the focus is setting out clear goals and objectives and orchestrating the resources and investments to ensure they are delivered.

Having invested heavily in leading Tier 1 applications to the Housing sector, it is important we maximise the benefits that they can bring to both our staff and customers in the delivery of the services that we provide.

We have an energetic and highly skilled workforce who are looking for someone to lead them to both develop and deliver for Midland Heart, the team, but also so that they can grow as individuals and learn to apply their skills in an enjoyable, high performing environment.

A lot of the hard work has been done, but undoubted challenges lie ahead. Are you someone who is looking for a challenge and to achieve great things at Midland Heart?

If the answer is 'Yes', then I can guarantee that you will get the personal and financial support to deliver great services in an organisation which is really moving forward.

Please read the rest of the information contained in this pack and take the next step in the journey, which, if you are the successful candidate, will be a great opportunity to enhance and develop your career.

A handwritten signature in black ink that reads "G. Harris". The signature is fluid and cursive, with a period at the end.

Glenn Harris
Executive Director of Corporate Resources

The Role

We have an exciting opportunity for a senior IT professional to join Midland Heart as Director of IT. This dynamic role is responsible for the delivery of our IT strategy and lead the IT team to enable the efficient implementation and delivery of Midland Heart's business objectives.

It goes without saying that you will be an experienced IT leader who connects with our purpose and mission. Working closely with decision makers in other departments you will identify and support the implementation of cost-effective technology solutions, which enable change and improve business performance.

As part of our leadership team, you will provide advice to the Executive Team and the Board on the application and use of technology that challenges opinions, influences decision making and initiates change.

The ability to lead your team to success is essential. Engaging the team and inspiring them to deliver a first-class service will be key to the role

Who are we? Midland Heart is one of the leading UK housing businesses providing support to help people to live independently. Founded in 1925 we deliver housing and support by providing 33,000 high quality affordable homes to over 70,000 customers across 55 local authority areas. We have a new corporate strategy and plan to take us to 2020 and beyond; we are ambitious and confident about our future.

Our ideal candidate will have some knowledge of our sector but that's not essential. More important to us is that you are ambitious about the value a highly functioning IT Department can add to a business; and have proven experience of delivering this. You will be willing to push the boundaries to get us to think differently and be able to engage and influence stakeholders at all levels. A willingness and ability to work collaboratively across our business is essential.

What can we offer you? We are a flexible employer, focussed on outputs. Based at our Bath Row office in the centre of Birmingham, this role is offered on a permanent basis with a competitive salary, plus a car allowance. Alongside a generous leave entitlement, you will have access to PHI, generous pension arrangements, and a range of voluntary and salary sacrifice benefits.

If you feel you meet the brief we'd love to hear from you. For a confidential discussion you are able to contact Donna Walker on 0845 850 1020 ext. 6634

How to Apply

To apply, please register on our candidate portal using the following:

http://jobs.midlandheart.org.uk/vacancies/1907/mh/director_of_it/

Please submit a comprehensive CV setting out your career history, with responsibilities and achievements, with a cover letter of no more than 2 pages which clearly explains how you think you meet the requirements of this role.

Your application will be acknowledged. If you do not receive an acknowledgement within 48 hours, please contact: hreading@midlandheart.org.uk

Closing date for receipt of completed applications is 5pm on 31st July 2017

Timetable for Selection

The dates for our selection process are as follows:

- Advert Live: Monday 10th July 2017
- Advert Closing Date: Monday 31st July 2017
- First Interviews: Thursday 10th August 2017
- Final Selection: Thursday 24th August 2017

Role Profile

Role Title:	Director of IT
Department:	IT
Role Purpose:	<p>Deliver, and keep under review the IT strategy and lead the IT team of approximately 42 FTE to enable the efficient implementation and delivery of Midland Heart's business objectives.</p> <p>Work closely with decision makers in other departments to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organisation.</p> <p>Monitor operational performance across all areas of the business, identifying and addressing areas of where performance falls below agreed KPIs as a member of the strategic delivery group.</p>
Reporting to:	Executive Director of Corporate Resources
Responsible for:	Head of Delivery Head of Service & Operations
Disclosure level:	n/a
Role Level:	<u>Strategic Leader</u>

Key Role Responsibilities	<p>Provide a clear vision for Midland Heart to realise the benefits of relevant technologies, championing innovative improvements to deliver excellent IT services to all stakeholders in accordance with sector best practice and standards.</p> <p>Be a member of the Directors Group and ensure that the overall corporate objectives of the business are supported by, and aligned with the IT department.</p> <p>Develop and keep updated a published IT department plan that is accessible to the business and is in line with the current corporate objectives of the overall business.</p> <p>Represent Midland Heart to external organisations, sharing and adopting best practice, tracking emerging trends in IT to ensure that Midland Heart maintains its strategic advantage.</p> <p>Successfully deliver Midland Heart's IT Strategy, maximising the investment made to date and ensuring processes and systems are operating as efficiently as possible.</p>
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	<p>Provide the leadership, management and drive to ensure effective and accessible IT services that are reliable, secure, cost effective and customer focussed to all stakeholders.</p> <p>Accountable for developing, monitoring, managing and reporting performance of the IIT budget and the associated service development plan.</p> <p>Oversee the governance for managing projects and programmes to ensure they are delivered to the required cost, time and quality constraints.</p> <p>Bring ideas, thoughts and perspectives to bear to develop technical strategy, enabling change and improvements.</p> <p>Grow the capabilities of the IT team, through internal development and ensure skills gaps are identified and addressed.</p> <p>Act as the key adviser on all IT issues and identify, implement and monitor the ICT policies necessary to reflect Midland Heart's Corporate and ICT Strategy.</p> <p>Provide quality services in the areas of IT infrastructure, information services business systems and customer services to ensure that services are available, reliable, aligned to business needs and the IT team is helpful and competent.</p> <p>Ensure all Midland Heart staff are equipped with the necessary knowledge and skills, in the use of IT facilities relevant to their role, to enable improvements in service delivery and efficiencies across Midland Heart.</p> <p>Prepare and manage the IT team's service plans, targets and performance measures in accordance with Midland Heart policy.</p> <p>Manage financial aspects of the IT Department with responsibility for a revenue budget of circa £4 million and capital expenditure of £1.5 million per annum, ensuring value for money and compliance with standing orders, financial regulations and statutory obligations.</p> <p>Participate in the development, implementation, management and testing of Midland Heart's Business Continuity Strategy.</p> <p>As a member of the Finance & Resources Directorate Senior Management Team contribute to the policy and general management of the Directorate.</p>
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Education, Qualifications and Training	<p>Educated to degree level, preferably in a discipline relevant to the role or proven relevant professional experience</p>
Knowledge and Experience	<p>Ability to achieve rigorous high level business analysis and formulate strategic direction and effective programmes for implementation</p> <p>Demonstrate the leadership of an IT function including all functional elements: Strategy and Governance, Customer Service, Infrastructure and Operations, Development, Change Management, Procurement and Supplier Management</p> <p>Able to demonstrate previous experience successfully delivering in a customer focused business, resulting in high levels of customer satisfaction.</p> <p>Knowledge of Housing and related systems advantageous though not essential</p> <p>Experience of developing relationships with key stakeholders with the ability to influence at senior management level.</p> <p>Sound knowledge of hardware, software and communication technologies sufficient to identify and recommend good practice and mainstream technologies that will help Midland Heart achieve its business objectives, and recognize the limitations of applicability</p> <p>Knowledge of guidance frameworks including Cobit ITIL and Prince2</p> <p>An understanding of the Social Housing sector and demonstrable knowledge of the challenges faced by the sector</p>
Role Specific Skills & Behaviours	<p>Able to work co-operatively and productively with customers, peers, other teams, functions and suppliers earning their respect and confidence.</p> <p>Able to develop the skills and competencies of others through coaching and training</p> <p>Sees the “bigger picture” and is able to synthesise strategy and develop plans to achieve the strategy</p> <p>Able to manage programmes of projects balancing benefits and resources. Effectively delegating responsibility whilst keeping in touch to maintain personal accountability.</p>

	<p>Motivational team leader with demonstrable experience of working with a team to deliver business solutions to fixed deadlines</p> <p>Persuasive: achieves consensus win/win solutions. Good communication skills including: written, oral and presentation skills</p> <p>Strong commercial acumen</p> <p>Understanding of and commitment to the principles of equality and diversity</p>
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Our behaviours and standards describe the expectations we have of all of us as employees to help the organisation to grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Strategic Leaders – roles that are responsible for strategic direction, setting how we will meet corporate strategy.

Personal Qualities

Developing Self Awareness

Demonstrate and champion empathetic leadership. Use appropriate leadership behaviours to influence impact of their directorates combined with that of the organisation.

Managing Yourself

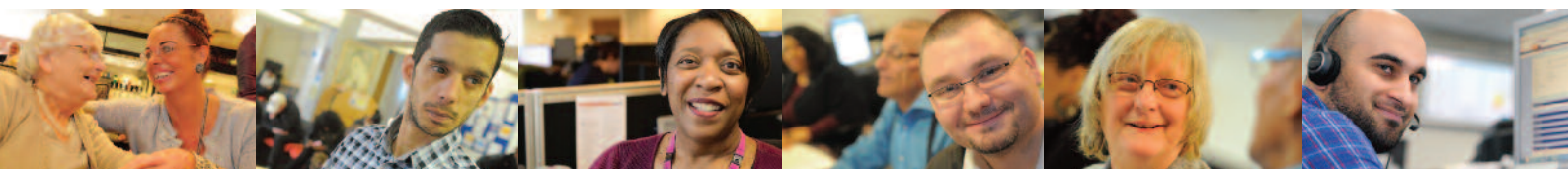
Challenge themselves to find and implement new ways of thinking and working to further develop their leadership ability. Take responsibility for their directorates whilst balancing the need to create a culture conducive to supporting others to perform and excel.

Acting with Integrity

Exemplifies respectful and honest behaviour and creates a culture that underpins professional standards. Consistently puts their values into practice that also align with those of the organisation and establish and champion the right values in others.

Trustworthy, honest, reliable and consistent in all their endeavour's, they role mode and support this culture across their directorate and the organisation.

Champions equality and diversity and ensure the directorate is thoughtful to the diverse needs of others. Is respectful and sensitive to everyone.



Working with Others

Effective Relationships

Are exemplars in championing respectful and trusting cultures. Advocate practice, culture and performance to be founded on value based relationships. Create a directorate climate that is conducive to effective communication. Ability to engage with others in a persuasive manner, demonstrating a mature understanding of how to set the organisation's culture using influence with integrity to create change in the organisation. Delivers complex information with maturity and understanding of impact on others.

Encouraging Others

Create a cross directorate culture of co-operation and joint working. Model behaviours that foster and engender motivation, trust and respect.

People and Performance

Leading People

Model exemplary behaviour that gets the best out of cross directorate working methods. Actively leads the cultural changes needed to support the organisation through periods of challenge and austerity. Role models effective leadership that fosters trust, and shapes a culture of continuous improvement, creativity, innovation and collective responsibility.

Leading Performance

Are accountable and responsible for ensuring that their directorate's levels of performance are meeting corporate objectives. Work across directorates to recognise good performance and take positive action where performance can be improved, ensuring that lessons are learned and used to inform future plans.

Direction and Strategy

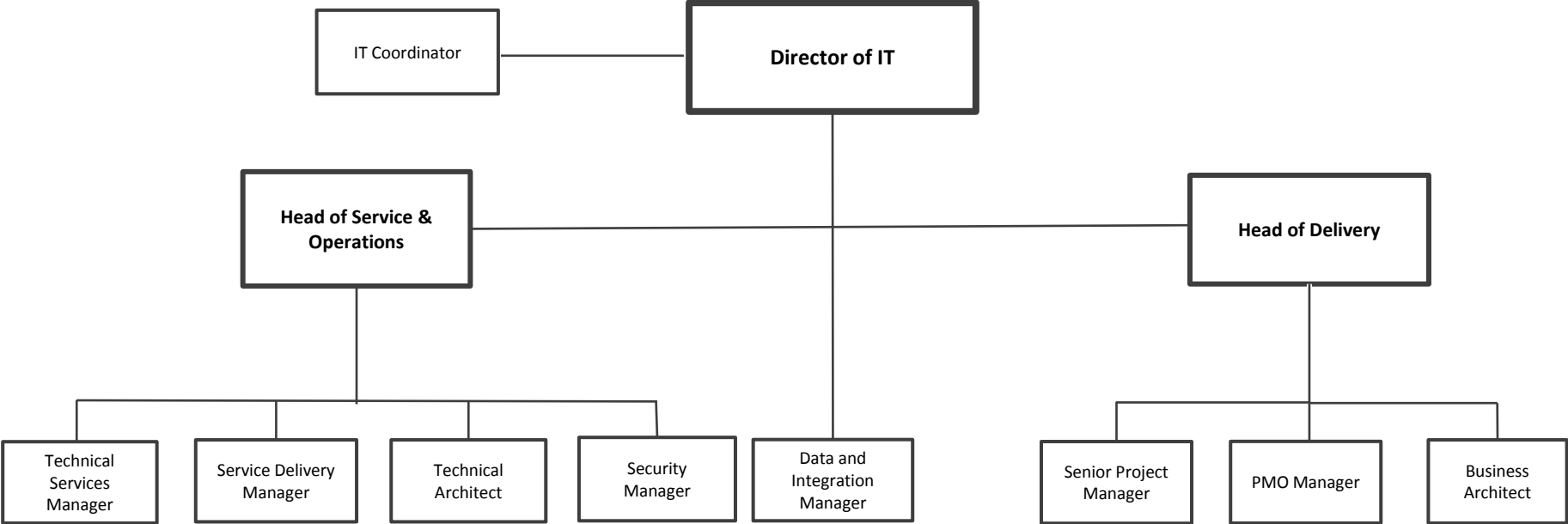
Leading Change

Combines knowledge from a broad range of sources, identifying future potential change and challenge and imperatives that will create the need for change agents to support the organisation to move through change with innovation. Influences the context of change in the best interests of the directorate and organisation.

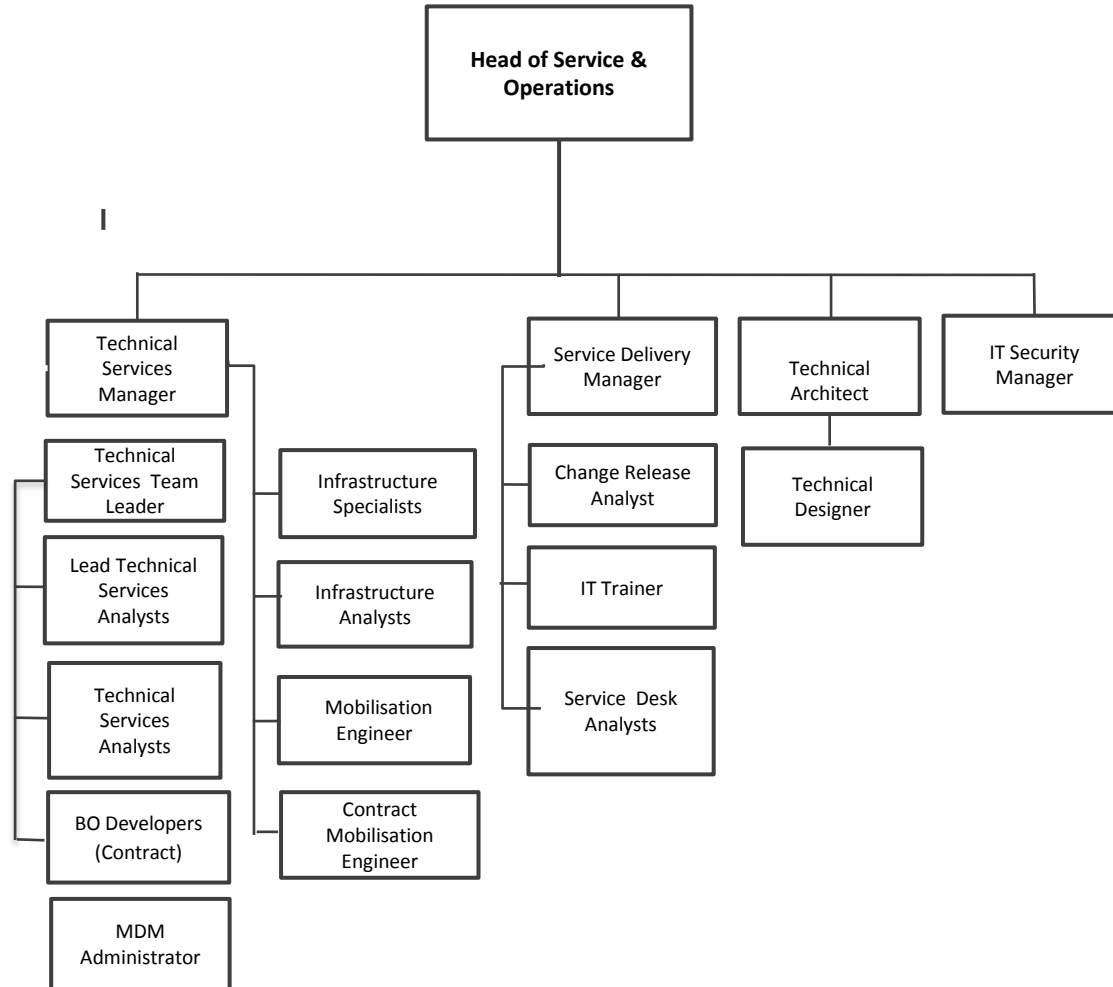
Decision Making

Builds strategic decision-making processes that set out clear roles and responsibilities to facilitate effective performance improvement across directorates and for the organisation as a whole. Role models advocacy working at peer level and below and creates a no learning culture.

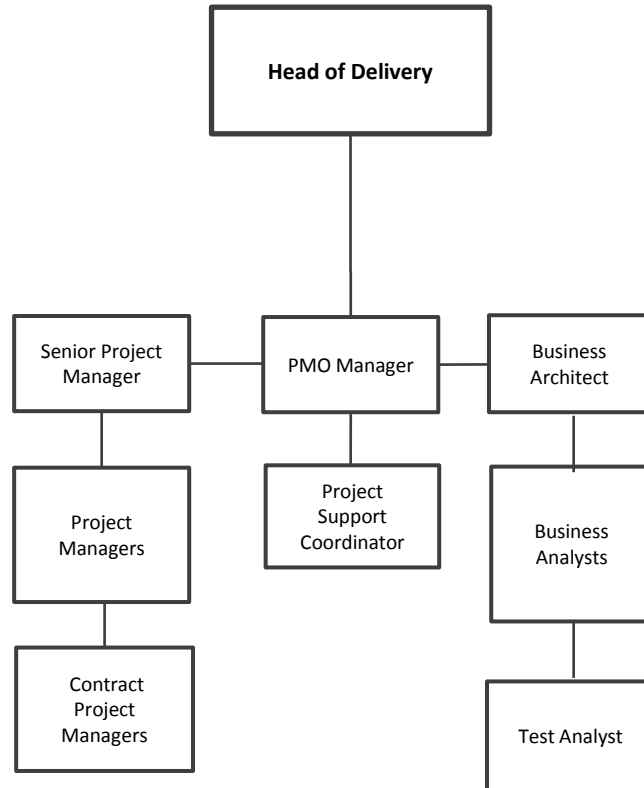
IT Structure Chart



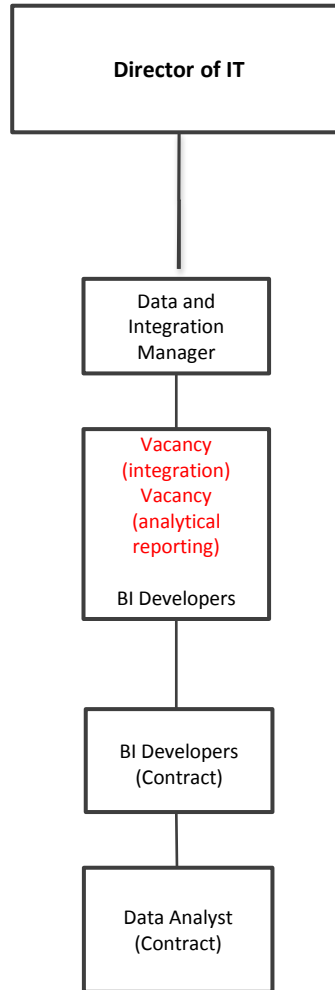
IT Structure Chart



IT Structure Chart



IT Structure Chart





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

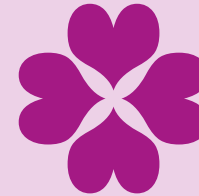
Finally, we want others to **approach Midland Heart as the first port of call** should they want to work more closely with a housing and care provider.

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

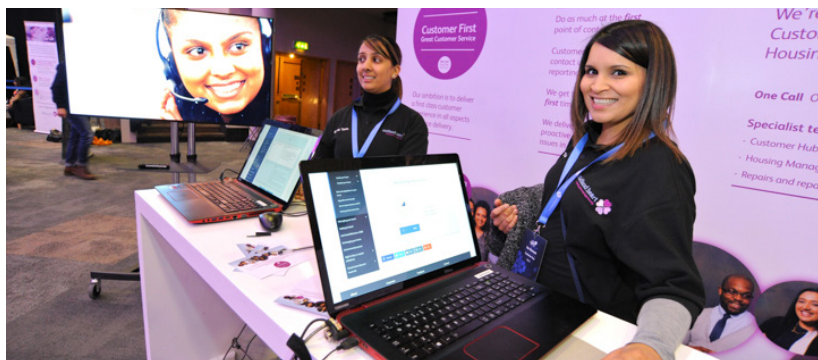
Our Key objectives CUSTOMERS:

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	What is the target?	How will we do it?
SOF1: To ensure we remain financially healthy	Target to 2020: Delivering our £10m efficiency savings target and meeting our business plan objectives, including our financial golden rules	All
SOF2: Reduce management costs in General Needs by £300 per home	Target to 2020: Reduce management costs in General Needs by £300 per home	Cross cutter - Customer First - C&S review - New ways of working - VFM programme and benchmarking
SOF3: Our C&S business will be subsidy free i.e. that has an income which covers all the costs of providing services	Target to 2020: To be subsidy free	- Customer First and the impact of the 'People' team



Our Key objectives **GROWTH:**

Key objectives	What is the target?	How will we do it?
<p>SOG1: We will continue to build desperately needed new homes</p>	<p>Target to 2020: We will build up to 4,500 new homes by 2020</p>	<p>- Right homes in the right place</p>
<p>SOG2: To replace lost Right to Buy homes over the life of the strategy on a 1:1 basis</p>	<p>Target to 2020: Replace all homes lost from Right to Buy</p>	<p>- Right homes in the right place</p>
<p>SOG3: Mergers and Strategic Partnerships: Being prepared and keeping regular dialogue with potential partners</p>	<p>Target to 2020: Target not appropriate</p>	



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:



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

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

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

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:	Care and Support 2020:	Timeline	Right Homes in the Right Places:	New Ways of Working:
<p>Strategy in place to respond to Government changes</p> <p>Customer Hub goes live in Assets & Neighbourhoods</p> <p>People & Places team go live</p> <p>Replace tenancy transfers with mutual exchanges</p> <p>Look at how we develop Self Serve e.g. online rent statement</p> <p>Regional offices replaced with touchdown points</p>	<p>Develop detailed plan for the review</p> <p>Roll out new approach to rotas and using agency staff</p> <p>Action plan for services which do not deliver the required financial return; Business case for working with Health Service</p> <p>Strategy for maximising income for Extra Care</p> <p>Exit LD, commence with Hereford Plan for transfer of Extra Care Charitable Trust schemes</p> <p>Appraise commercial services Review directorate overhead</p> <p>Voids review completed & new process in operation</p> <p>Implemented commercial services and direct overheads plan</p>	<p>March 16</p> <p>—</p> <p>—</p> <p>June 16</p> <p>—</p> <p>—</p> <p>September 16</p> <p>—</p> <p>—</p> <p>December 16</p> <p>—</p> <p>—</p> <p>March 17</p>	<p>Property Care expansion business case for approval</p> <p>Agree plans to exit underperforming properties</p> <p>Develop plan (what, where & how many) for new builds on top of Right to Buy</p> <p>Right To Buy Policy/ Replacement Programme plan in place <i>(timing subject to further detail being announced)</i></p> <p>Exit plan progress update on under-performing properties</p> <p>Asset management system: Keystone review</p> <p>Property Care expansion - go live</p>	<p>Launch of new values</p> <p>Total Rewards go live Mergers & Partnerships review update</p> <p>E-Learning go live Launch of Leadership & Management Programme, Behaviours & Standards Framework & E&D Strategy</p> <p>Finance and Procurement system fully live Governance review External Affairs Strategy</p> <p>IT update on key projects</p> <p>Staff engagement update: one year on -Partnership Council</p> <p>Review of how we manage our information</p> <p>IT update on key projects Total Reward review 1 year on</p>