

Head of Risk and Audit

Information for Candidates

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Welcome message from Andrew Foster, Executive Director for Governance and Contracts

Thank you for taking the time out to consider joining Midland Heart. I hope that should you assess that you have the skills and experience required, then I will be able to persuade you to apply to be our next Head of Risk and Audit. The Midland Heart journey began in 1925 with the single determination to improve the quality of life for some of the most disadvantaged communities in the Midlands through the provision of good quality affordable homes. Over 90 years on and we are one of the largest housing associations in the Midlands and set to become one of the country's largest developers of truly affordable homes.



We are in this strong position because we have consistently understood our external environment, stayed ahead of the curve and adapted well to change.

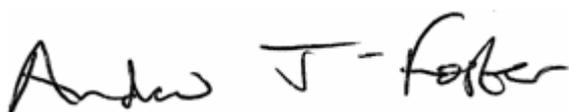
The Midlands is an exciting place to be, it is vibrant, growing and has Europe's youngest city at its centre. Midland Heart's future is intrinsically linked to our region and our development ambitions will play a crucial role in the way it grows and develops.

The region and our operating environment are markedly different to what they were only a couple of years ago. The housing sector is now firmly at the centre of the domestic policy agenda, with changes across national, regional and local government. The creation of the West Midlands Combined Authority, the government's latest West Midlands devolution deal and the regional Voluntary Right to Buy pilot are all key developments that Midland Heart need to understand and maximise the benefits.

We pride ourselves on responding well to external challenges by reacting quickly and strengthening our business, as well as being the kind of employer our people trust will do the right thing by staff, customers and our communities.

In 2016, we began our Fit for the Future strategy so as to improve our financial performance as a response to the Government's decision to impose rent reductions in Social Housing of -1% over 4 years. By adopting this strategy, the Board led the business through a period of unprecedented change, and we are now stronger for it- with continually improving customer satisfaction, highest staff engagement for years, a growing affordable home development programme and a strengthened balance sheet. Our recent In Depth Assessment (IDA), undertaken by the HCA regulatory team, confirmed our Governance and Viability ratings as G1 and V1 (the highest possible rating provided by the Regulator), with glowing feedback from the HCA.

We have ambitious plans for the next few years in which we will deliver a greatly expanded programme of new builds, whilst improving our core landlord services, including the rollout of Customer Digital Access, and ensuring that our Retirement Living and Supported Living businesses deliver a high quality product which will meet the needs of customers and commissioners in the long term. We need an experienced Head of Risk and Audit to work with senior management and help us to ensure the successful delivery of our plans whilst identifying and managing associated risks.

A handwritten signature in black ink that reads "Andrew J. Foster". The signature is written in a cursive, slightly slanted style.

The role

This is a great opportunity for a high-calibre, experienced Risk and Audit professional to deliver our risk management programme - aligning it to our strategy, ensuring it is relevant to the issues our organisation faces and providing insight, expertise and the assurance we need to deliver our objectives against our all-important Corporate plan.

As a member of Midland Heart's leadership group, this role will be responsible for:

- Managing an Enterprise wide risk management programme – identifying market changes or events which may affect our organisation and providing reasonable assurance regarding the achievement of Midland Heart's corporate objectives.
- Managing a risk-based internal audit programme, providing assurance to the board that risk management processes are managing risks effectively, in relation to the our appetite
- Implementing our anti-fraud policy including raising awareness among staff of fraud risks.
- Managing Midland Heart's insurance programme and insurance budget; ensuring we have the right insurance policies in place to meet our risks.
- Managing Midland Heart's policy framework, ensuring that all policies are fit for purpose, up to date and legislatively / best practice compliant.

Our ideal candidate will be a qualified accountant or member of the Institute of Internal Audit with proven experience of working at a senior level in Risk and Audit, ideally in a sector subject to Regulation. You'll have a great knowledge of enterprise-wide risk and audit processes, not just financial risk management and audit, and an ability to distil outcomes from these processes into practical and focussed recommendations for business process improvement.

This rewarding role offers great scope and the opportunity to work closely with leaders across the organisation. You'll be well organised, with excellent written and verbal communications, and have a proactive and creative approach to problem solving.

What can we offer you? We are a flexible employer passionate about providing you with a great place to work. Based at our Bath Row office in the centre of Birmingham, this role is offered on a permanent basis with a salary of £57,751 per annum. As well as a competitive salary and generous leave entitlement, you'll benefit from our CIPD award winning reward initiative, including a range of voluntary and salary sacrifice benefits, generous pension arrangements, as well as the opportunity to develop your skills further.

If you feel you meet the brief, we'd love to hear from you. For a confidential discussion you are able to contact Andrew Foster, Executive Director of Governance and Contracts on 0121 666 533.

Our Performance

Midland Heart has delivered strong financial and operational performance, borne out in our 2016/17 results and KPIs set out in our [annual report](#).

In what was the first year of a new five-year plan, entitled 'Fit for the Future' this performance was achieved against a backdrop of radical change in our business.

A thorough review of our care business has seen a planned exit from Learning Disabilities and Mental Health services, with successful transfers to new providers. This allows us to focus on delivering services from homes which we own.

The structure of the organisation has been simplified with a single Operations Directorate to deliver efficiencies, but also a more consistent quality of service to customers.

A renewed emphasis on developing new properties primarily for affordable / social rent, whilst ensuring our retirement and supporting living accommodation is sustainable in the long term has been at the heart of this strategy. It is therefore pleasing to note we are achieving record levels of performance demonstrating a robust value for money ethos:

- Customer satisfaction hit the highest level in the last three years (87.2% at year-end). Notably, the share of customers who were very satisfied also increased by c9% over the last 3 years to 65%.
- Repairs satisfaction has been the highest it has been in at least the last 2 years (93.2% at year-end).
- The number of complaints per 1,000 properties has been the lowest ever (29 per 1,000 properties at March 2017).
- We have achieved record surpluses (£39.8m in 2016/17), for investment in our existing and new homes; and maintained our A1 credit rating from Moody's, which helps to keep our borrowing costs low.
- £8m of savings banked in 2016/17 has fed directly into an increase in our operating surplus. £13m of savings has been included in our 2017/18 budget, and we are on track to deliver this. This is ahead of the £10m p.a. target we set ourselves in July 2015 (to recover £41m over 4 years as a result of -1% rent).
- Our re-let times (18.96 days) and rent arrears (4.53%) have been the lowest they have ever been.

We have not yet published our Financial statements for 2017/18 but we have seen further improvements in our Financial and Operational performance, which means that our future plans will be delivered from a position of strength

Our People

We know that our work and the services we provide are wholly dependent upon our people. People who are engaged, motivated and enjoy the work that they do.

We expect a lot from our people and in return, we invest in their development and careers, support their wellbeing and ensure we offer a competitive range of reward and benefits. We give our people a voice about the issues that matter to them, listen to what they say and make changes where we can. We have a successful Partnership Council made up of staff representatives elected by their colleagues and the Executive leadership team and this discusses the big issues so that staff feel engaged in the business and that their voice is heard.

We have invested in developing leadership and managerial capability, so that our leaders are the best in their field.

The way we do business at Midland Heart is underpinned by our three core values:

- **People focused**
We are passionate about supporting our customers, colleagues and partners.
- **Inclusive**
We value everyone's abilities, respect their views and embrace individuality because that is what makes us a strong team.
- **Professional**
We act as proud ambassadors for Midland Heart; working with integrity, honesty and drive to help our organisation succeed.

Role Profile

Role Title:	Head of Risk and Audit
Department:	Governance & Contracts
Role Purpose:	<p>The role is to:</p> <ul style="list-style-type: none"> • Manage an Enterprise wide risk management programme. • Manage a risk-based internal audit programme. • Implement our anti-fraud policy including raising awareness among staff of fraud risks. • Manage Midland Heart’s insurance programme. • Manage Midland Heart’s policy framework, ensuring that all policies are fit for purpose, up to date and legislatively / best practice compliant.
Reporting to:	Executive Director of Governance and Contracts & Company Secretary
Responsible for:	<p>Insurance and Risk Business Partner</p> <p>Business Continuity Manager</p>
Disclosure level:	Basic plus Negative Media, Credit Check, and Watch Lists
Role Level:	Operational Leader

Key Role Responsibilities	<p><u>Risk Management</u></p> <p>Manage and lead Midland Heart’s enterprise wide risk management policy and system, providing ongoing and proactive advice, which aims to ensure the identification and management of corporate risk. Ensure that risk management is successfully embedded across the business units/functions/projects and directorates of Midland Heart, whilst embedding a risk management and compliance culture throughout the Group, including engaging with Risk Champions and Directors Group on a regular basis to discuss key corporate risks and how best they can be managed.</p> <p>Providing training to the organisation on risk and risk management as and when required.</p> <p>Produce and present comprehensive routine governance reports on risk management to the Executive, Audit & Risk Committee and Board.</p>
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Internal Audit and Compliance

Provide day to day contract management of the external provider / contractor of internal audit services, ensuring that services are delivered in accordance with the contract and that contract KPI's are met.

Develop with the contractor, the Executive Directors and Director's Group, an annual audit plan which provides assurance to those charged with Midland Heart's governance, on the adequacy and effectiveness of the system of internal control and key strategic risks. Undertake ad hoc audit reviews as requested by the organisation.

Act as the key adviser to the Audit and Risk Committee.

Manage the annual audit and compliance programme and ensure its effective delivery.

Ensure that all Quality assurance activities within the business are coordinated and deliver real assurance value to all stakeholders including Audit and Risk Committee and the Board.

Fraud Management

Develop and maintain a robust framework of fraud prevention and detection and ensure that all incidences of fraud or suspected fraud are promptly recorded and reported to key stakeholders, including the CEO, Chair of Audit and Risk Committee and Internal Audit..

Review the Anti-Fraud Policy and ensure that it remains fit for purpose.

Investigate alleged fraudulent activities and project manage any investigations which require external assistance.

Raise awareness of fraud risk among staff.

Maintain and lead on the counter fraud plan and fraud risk register.

Provide routine counter fraud reports to the Executive and Audit & Risk Committee and the annual statutory return to the Regulator.

Regulatory

Advice to all parts of the business to ensure a good awareness of the regulatory obligations of Midland Heart.

Liaise with the Regulator of Social Housing (as agreed with the Governance and Contracts Director) to ensure a good understanding of the Regulator’s general approach to Regulation.

Ensure a good understanding of all the regulatory activity which will affect/be carried out on Midland Heart, and that this is well communicated to all within Midland Heart who need to know.

Support Midland Heart in order to ensure we are prepared for any In Depth Assessment (IDA) or other regulatory inspection of Midland Heart.

Act as the “eyes and ears” of the organisation to ensure we know “what next” in terms of the regulation of our business.

Insurance

Manage the insurance programme and insurance budget; ensure we have the right insurance policies in place to meet our risks.

Ensure the effective and timely processing of claims both in-house and by insurers and ensure that “risk intelligence” is derived from our claims experience, and communicated within the business to ensure we learn from our claims experience.

Policy Environment

Ensure that we have a policy environment in Midland Heart which ensures legislative compliance and provides clear and easily accessible guidance to staff on all areas pertinent to the delivery of their role.

Work with policy owners to ensure that we:

have only those policies needed to ensure compliance with law and regulation and the delivery of high quality services;

Have policies which are updated within their review timescale to reflect changes in law/practice and any learning coming out of policy deployment;

Present policies in a way which supports ease of access to policies to all staff in the business;

Communicate and train out policies in such a way that policies are likely to be understood and routinely followed;

Develop an approach to checking compliance with key policies

	<p><u>Business Continuity Planning</u></p> <p>Ensure that we have a robust resilience system in place (emergency planning and business continuity) involving all parts of the business which provides assurance as to the ability of the business to continue to operate following a major incident / service disruption.</p> <p>Ensure that plans are regularly updated and provide training as required.</p> <p>Lead on regularly testing our resilience arrangements and ensure that the results of such tests are reported to relevant governance forums.</p> <p>Work closely with managers involved in front line delivery to ensure that resilience arrangements are understood and embedded at the “front line” and that they have a practical understanding of how to respond to an emergency situation and have access to all information and people they need to ensure an effective response.</p> <p>Produce an annual report on resilience activities to the Executive and Audit & Risk Committee.</p> <p><u>Benchmarking</u></p> <p>Ensure benchmarking of risk, audit and compliance services strategies to ensure they are effective.</p>
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Education, Qualifications and Training	<p>Qualified accountant or member of the Institute of Internal Audit or other professional qualification, relevant to the responsibilities of the role.</p>
Knowledge and Experience	<p>Proven experience of working at a senior level in Risk and Audit.</p> <p>Experience of working in a large and complex organisation, ideally in a sector subject to Regulation</p> <p>Good knowledge of law and regulation as it affects Registered Providers.</p> <p>Ability to quickly understand a range of operating procedures and practices relevant to audit and risk management plans so as to assist in producing practical conclusions to issues faced by the function.</p> <p>Knowledge of audit planning, testing and system evaluation and recording (including interviewing client staff) in accordance with</p>

	<p>mandatory standards and local policies and procedures.</p> <p>Understands all elements of a risk-based audit assignment over the range of internal audits (routine and non-routine) across different functions.</p> <p>Has a good knowledge of enterprise-wide risk and audit processes, not just financial risk management and audit, and an ability to distil outcomes from these processes into practical and focussed recommendations for business process improvement</p>
<p>Role Specific Skills & Behaviours</p>	<p>Good organisational and project management skills. A credible and professional individual who is able to use own initiative and is used to working at a senior level.</p> <p>Possesses good judgement of what tasks are higher risk and need special attention, active risk management and/or external advice.</p> <p>Proactive customer service orientated approach to carrying out the requirements of the role.</p> <p>Able to lead and to work as part of a team, with an objective and robustly independent attitude of mind.</p> <p>A flexible and committed approach to work – the flexibility to work for multiple stakeholders and to adapt to different types of work and a shifting workload.</p> <p>Possesses an analytical approach to problems and a proactive and creative approach to problem solving.</p> <p>Good at connecting with people at all levels and in gaining their trust so as to be fully effective in the role</p> <p>Confident in the boardroom; able to take lead in presenting a range of papers at Exec Board and Audit and Risk Committee</p> <p>Is able to present information simply and succinctly and is confident in recommending a course of action</p> <p>Able to provide simple and clear written reports to all staff and Board reports to each of Exec Board and committee and board members.</p> <p>Able to record work undertaken clearly and precisely.</p> <p>Able to produce audit reports and action plans and quality assure the work of others in these areas.</p>

	<p>First class communication skills whether on telephone, by email, documents or in meetings to all stakeholders.</p> <p>Able to provide coaching and feedback to staff so as to improve risk and audit processes.</p> <p>Effective in persuading and reasoning in relation to contentious issues or recommendations with senior staff across the organisation.</p> <p>Able to provide coaching and feedback to staff so as to improve risk and audit processes.</p> <p>Effective in persuading and reasoning in relation to contentious issues or recommendations with senior staff across the organisation.</p>
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Our behaviours and standards describe the expectations we have of all employees to help the organisation grow and succeed. They identify what each of the behaviours and standards might look like for the following groups of staff:

Operational Leaders – roles that are responsible for the delivery of strategy and day to day management of operations.

Personal Qualities

Developing Self Awareness

Evidence by showing, a well-developed sense of their own behaviour and through their presentation influence the way others behave.

Managing Yourself

Challenge themselves to try new ways of thinking and working whilst supporting others to perform. Take responsibility for their working area and understand the impact of their areas performance on the organisation.

Acting with Integrity

Demonstrate and role model respectful and honest behaviour, encouraging a culture conducive to harmony and effective working. Dependably put their values into practice that also align with those of the organisation. Stimulates the same behaviours in others. Is faithful, trustworthy, honest, reliable and dependable in all their activities and underpin this culture within the organisation. Stimulates equality and diversity and ensures their working area is sensitive to the diverse needs of others. Treats everyone with dignity and respect using a situational leadership style.





Working with Others

Effective Relationships

Create a working area that values and promotes successful and respectful relationships between people at work. Preserve a link to, and understanding of relationships between non-management colleagues and customers. Communicate in a candid and factual way and model effective communication skills in order to promote the needs of their customers and the organisation. Has the ability to wield influence appropriately, using suitable language, both verbal and non-verbal and responding effectively to cues. Translates policy and guidance into understandable information according to our customer's needs.

Encouraging Others

Engage with and encourage environments that enable both staff and customers to work symbiotically. Creating trusting and engaging working environments, they identify strengths and developments that engages with colleagues in their working area and use this understanding to raise levels of engagement and performance.

People and Performance

Leading People

Model a leadership style that gets the best out of others across the working area. They guide, direct and support others, ensuring that quality service is delivered constantly, to meet customer satisfaction levels. Models a leadership style which fosters trust and profiles the way in which the working area will exist. Creates a climate of learning that ensures that the MPD review process is consistently reinforced whilst maintaining a continuous improvement philosophy.

Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided and foster a culture in which people are confident in taking responsibility. Works across the directorate to recognise good performance, taking positive action to improve performance where necessary.

Direction and Strategy

Leading Change

Pro-actively seeks to understand the potential impact of change in the sector within which we work and its impact on our organisation. Translates the implications of change into strategies and actions. Provides support, direction and strategy for guiding through change.

Decision Making

Engage with and encourage advocacy working within the working area. Co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement to encourage discretionary effort.



How to Apply & Timetable for Selection

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

http://jobs.midlandheart.org.uk/vacancies/2252/mh/head_of_risk_and_audit/

Please submit a comprehensive CV setting out your career history, with responsibilities and achievements, supported by 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: Resourcing.team@midlandheart.org.uk

Closing date for receipt of completed applications is 9am on Tuesday 29th May 2018.

Assessments will take place on Tuesday 5th June 2018.

FIT FOR THE
FUTURE

Year 3 (2018-2019) of our
Corporate Plan
2016-2020

Introduction

Throughout the delivery of the second year (2017-2018) of our corporate plan, Fit for the Future, Midland Heart has continued to go from strength to strength. We have been successful in achieving consistently high levels of customer satisfaction, through improvements to the way we deliver our core services. In addition we have gained record levels of staff engagement, secured new finance deals to help fund the development of more affordable housing, and won a national award for our rewards and benefits programme for staff.

Fit For The Future was born out of a need for us to change and adapt to a new, more challenging external environment. The government had announced four years of rent reductions and numerous welfare reforms, alongside the introduction of the LHA cap and voluntary Right to Buy. However, we reacted quickly to ensure that our business would remain strong to 2020 and beyond.

While some of these challenges are still with us, some are now coming to an end. Your efforts to implement this plan have helped the organisation to stay ahead and deliver the improvements and savings we needed a year ahead of schedule.

This is fantastic news and means that by the end of this year, the third year of the plan, we will be fit to face the future! This is an excellent position to be in, and a testament to the hard work and commitment of all of our staff teams over the past two years.

Over the next year we will start to discuss the future direction of Midland Heart, and begin planning for the next five years. Post Grenfell there is still much to do. We want to support customers on our digital journey and understand what we need to do to achieve the best possible services; to deliver on our ambitions on new homes and become a leading employer in the Midlands.

While we are now in a position to look to the future with ambition we must not be distracted from delivering the last year of our Fit for the Future plan, and to ensure our business remains strong to 2020 and beyond.



John Edwards
Chair, Midland Heart



“Over the next year we will start to discuss the future direction of Midland Heart, and begin planning for the next five years. Post Grenfell there is still much to do. We want to support customers on our digital journey and understand what we need to do to achieve the best possible services; to deliver on our ambitions on new homes and become a leading employer in the Midlands.”

Where are we now?

Year 2 (2017-2018) of our 2020 vision saw Midland Heart deliver a number of significant projects and also achieve some of our best ever performance.

Key achievements		Key outcomes	
Consistently high levels of customer satisfaction	Lowest ever arrears levels in general needs	Embedded a single operations directorate	Delivered our leadership and management development programme
Industry leading re-let times	Achieved record surplus and a strong credit rating	Completed a second expansion of Property Care, our in-house maintenance service	Having a clear plan on our agency managed accomodation.
Lowest ever number of complaints	Strong regulatory and quality ratings for our CQC registered services	Started the process of transferring in TEC schemes	Geared up to deliver our ambitions for more new homes and re-setting our bank covenants so we can help build new homes.
National recognition of staff reward programme	Highest repairs satisfaction consistently above 90%	Achieved high levels of staff engagement, especially when compared to other providers	

Our strategic objectives

Our mission is to be a leading housing organisation. We have three strategic objectives which are fundamental to us becoming a leading organisation.

1

Build as many affordable homes as we can

To be consistently in the top 20 nationally for building homes for affordable and social rent.

2

Remain financially strong

To maintain our operating margin of above 30% and to use our surplus to fund new homes.

3

Reduce the annual running and repair costs of our homes

Our cost per unit of accommodation reduces to around £3,000.

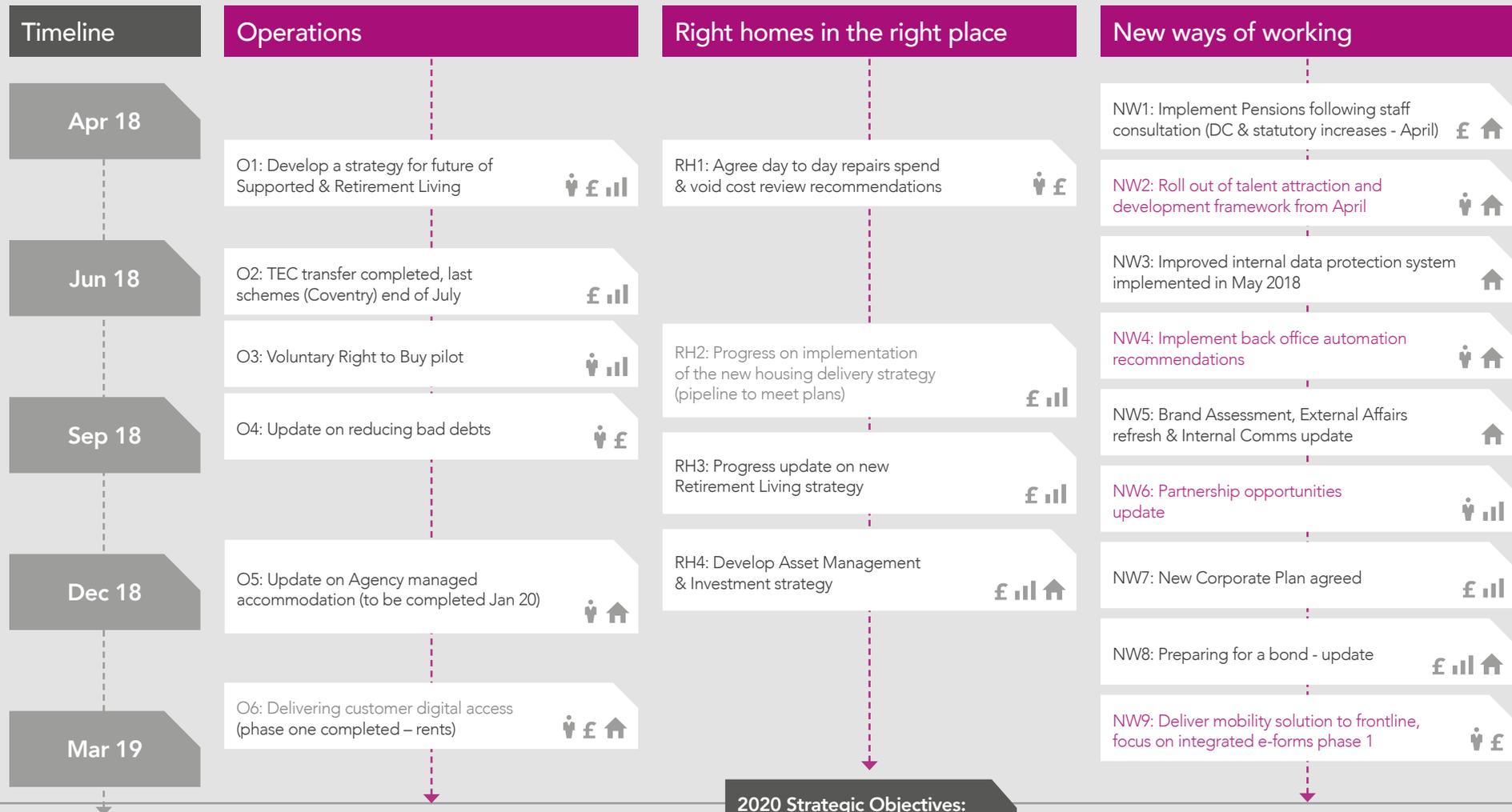


How will we do it?

The actions we will take to achieve our objectives are part of a delivery plan. This delivery plan is updated each year. 2018-2019 is the final year of our plan and is centred around three key themes - operations, right homes in the right place and new ways of working.



When will we do it?



2020 Strategic Objectives:

-  Customers
-  Financial
-  Growth
-  Org Readiness

Grey text deliverables: Customer suggestions
 Purple text deliverables: Staff suggestions

FIT FOR THE
FUTURE

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