

# Director of IT

## Information for Candidates

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# Welcome Message

from Anna Simpson, Executive Director of Finance & 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.



Midland Heart is headquartered in Birmingham and is one of the leading housing providers in the country. Our mission is to be 'A leading housing organisation, delivering homes and services across the Midlands that enable people to live independently'. We operate in 54 Local Authority areas, providing and maintaining homes for more than 70,000 people, managing over 33,000 properties and delivering Retirement & Supported Living services to 6,700 customers.

In April 2019, we launched our new corporate plan to 2024, 'Making What Matters Brilliant'. Over the next five years we plan to make record investments in new and existing homes, the services we offer to customers, including digital, and in our colleagues. We want to be a top class landlord, develop as many affordable homes as we can and be a great place to work.

Our performance remains consistently strong. In 2018/19 we:

- Increased the number of new homes that we built by 50% to 450.
- Delivered leading customer satisfaction (84%) and repairs satisfaction results (90%). Repairs satisfaction has remained above 90% for each of the last three years.
- Posted a surplus for the year of £53m (35% operating margin) and improved our credit rating from Moody's to A1; the best in the sector.
- Continued to achieve the highest governance and viability rating from the regulator (G1, V1).
- Achieved our lowest ever re-let days of 18.

As we move into 'Making What Matters Brilliant', building on our successes and continuing to raise our ambitions, our focus remains on building new homes, excelling in the delivery of services to our customers and continuing the next phase of our value for money journey.

The Director of IT leads a team that plays a major role in delivering transformation and this will continue in the years ahead. As part of the Finance & Resources Directorate, the focus is on continuing the great progress we have already made on our technology and digital transformation; deploying resources and investing wisely to ensure we deliver business technology solutions and enable change.

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. Alongside this we have seen excellent progress in delivering customer and colleague digital access, with a clear roadmap for continuing this work.

We have an energetic and highly skilled workforce that this role will lead and develop as they grow as individuals and as a team, applying their skills in an enjoyable, high performing environment.

Firm foundations have been laid for the next exciting stage 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 the resources and opportunity 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 on the journey to enhance and develop your career.

**Anna Simpson,**  
**Executive Director of Finance & Information**

## 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 leading the IT team to enable the efficient implementation and delivery of Midland Heart's business objectives.**

You will be an experienced IT leader who connects with our purpose and mission. Working closely with decision makers in other departments you will deliver our strategy to implement cost-effective technology solutions, enabling change and improving business performance. This role is very much about continuing the great work already underway on technological transformation with a roadmap on which to build further.

As part of our leadership team, you will work with the Executive Team and Board on the application and use of technology that delivers services, facilitates change and fulfils our ambitions.

The ability to lead your team to deliver what we say we will, is essential. Engaging the team and inspiring them to deliver a first-class service is key to the role.

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 a technical expert who has the ability to roll your sleeves up when needed to deliver business outcomes. Inheriting a clear roadmap for our technological transformation, you will have the scope and freedom to build on that further to enable great outcomes for our customers and colleagues. A willingness and ability to work collaboratively across our business is essential, as is the ability to receive and give constructive feedback. Alongside this, as a member of our broader leadership team, you will ensure that the overall corporate objectives of the business are being met.

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, please contact Simon Wing on 0207 426 3976 or Duncan Ewart on 0113 205 6092.

## How to Apply & Timetable for Selection

To apply, please register using the following link:

<https://www.gatenbysanderson.com/job/GSe57686/director-of-it/>

To apply for this role, please submit an up to date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification, using examples to demonstrate how you meet the essential requirements. Please provide your home, work, mobile and email contact details and let us know of any dates when you are not available or where you may have difficulty with the indicative timetable below.

Once you have submitted your application, you will receive an automated email to confirm that you have applied. If you do not receive this email, please make contact with GatenbySanderson quoting job reference GSe57686

Closing date for receipt of completed applications is midnight on Sunday 1<sup>st</sup> September 2019

The dates for our selection process are as follows:

- Advert Live: Thursday 25<sup>th</sup> July 2019
- Advert Closing Date: Midnight on Sunday 1<sup>st</sup> September 2019
- Shortlisting: w/c 2<sup>nd</sup> September 2019
- First Stage Interview: Wednesday 11<sup>th</sup> September 2019
- Psychometric Testing: w/c 16<sup>th</sup> September 2019
- Final Stage Assessment & Selection: Tuesday 24<sup>th</sup> September 2019

## Role Profile

<b>Role Title:</b>	Director of IT
<b>Department:</b>	IT
<b>Role Purpose:</b>	<p>Deliver and keep under review the IT strategy and lead the IT team to enable the efficient implementation and delivery of our 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>
<b>Reporting to:</b>	Executive Director of Finance and Resources
<b>Responsible for:</b>	<ul style="list-style-type: none"> <li>• Head of IT Service Delivery</li> <li>• Senior Project Managers (x2)</li> <li>• PMO Manager</li> <li>• Lead Software Engineer</li> <li>• Lead BI Developer</li> <li>• Team Administrator</li> </ul>
<b>Disclosure level:</b>	Basic
<b>Role Level:</b>	Strategic Leader

<b>Key Role Responsibilities</b>	<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 deliver an IT plan that is accessible to the business and is aligned to the Corporate Plan objectives.</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> <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>
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## Role Profile continued...

<p><b>Key Role Responsibilities</b></p>	<p>Accountable for developing, monitoring, managing and reporting performance of the IT budget and the associated service development plan.</p> <p>Lead the Project Management Function to ensure business change and IT projects 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 &amp; Resources Directorate Senior Management Team contribute to the policy and general management of the Directorate.</p>
<p><b>Education, Qualifications &amp; Training</b></p>	<p>Educated to degree level, preferably in a discipline relevant to the role or proven relevant professional experience.</p>
<p><b>Knowledge &amp; Experience</b></p>	<p>Ability to achieve rigorous high level business analysis and formulate strategic direction and effective programmes for implementation.</p> <p>Able to demonstrate previous experience successfully delivering in a customer focussed business, resulting in high levels of customer satisfaction.</p>

## Role Profile continued...

<p><b>Knowledge &amp; Experience</b></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>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>
<p><b>Role Specific Skills &amp; Behaviours</b></p>	<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>Able to see the "bigger picture" and implement strategy and develop plans to achieve the strategy.</p> <p>Able to manage programmes of projects balancing benefits and resources. Able to 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>

**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:**

**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 endeavours, they role model 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

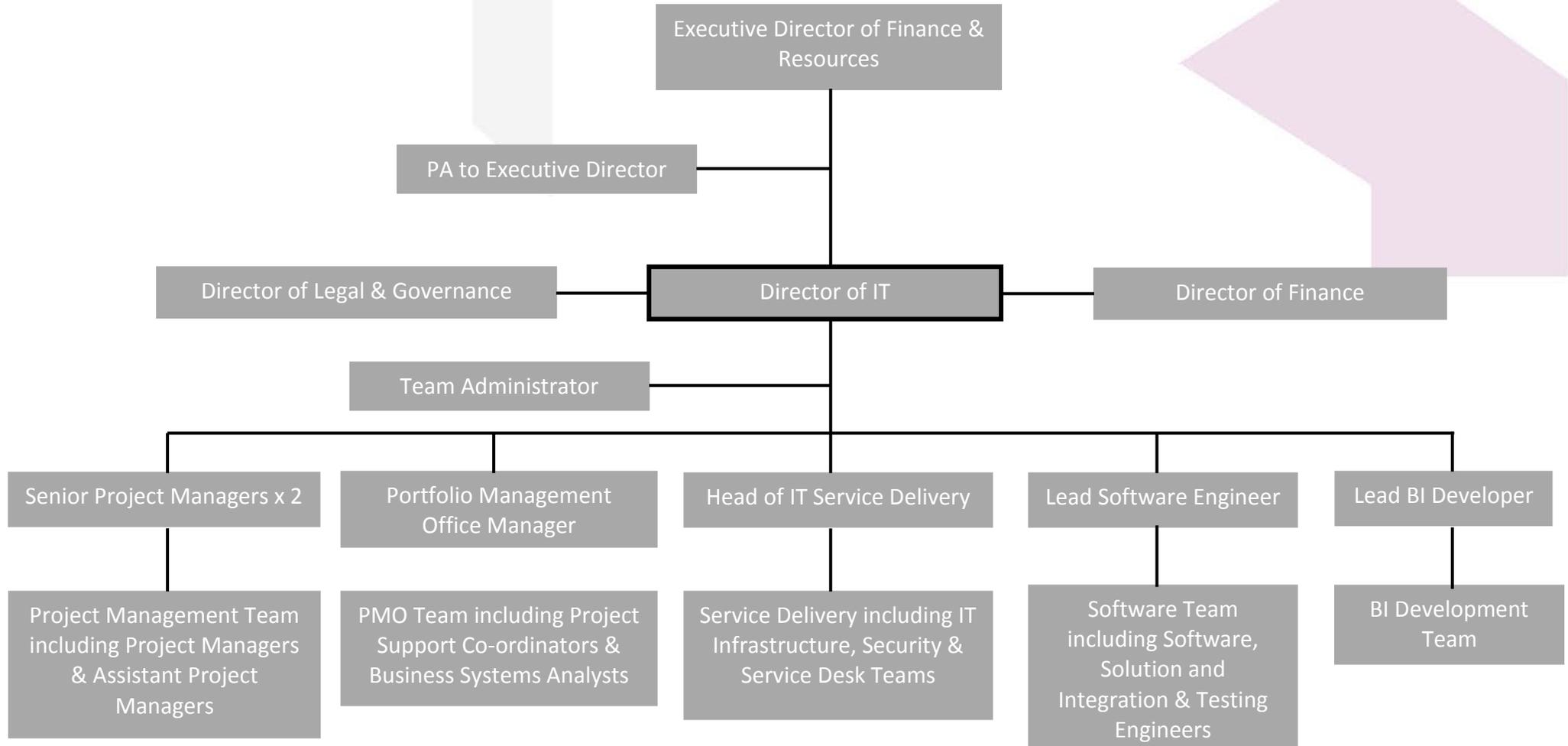
Combines knowledge from a broad range of sources, identifying future potential change and challenge and imperatives that will create the need for change agents to support the organisation to move through change with innovation. Influences the context of change in the best interests of the directorate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



# Structure Chart





**MAKING WHAT  
MATTERS**  
*Brilliant*

**Corporate Plan**  
2019-24

# Introduction

## JOHN EDWARDS CBE, CHAIR OF MIDLAND HEART

Our journey began in 1925 with the sole focus of improving 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 region and set to become one of the Midlands' largest developers of truly affordable homes.

Having delivered on our previous corporate plan, Fit for the Future, we move forward with high levels of staff engagement, improving customer satisfaction, a growing development programme of affordable homes and in a strong financial position.

These achievements would not have been possible without the hard work of our colleagues across the organisation. I am very thankful for the hard work you have put into delivering these improvements and look forward to working with you to deliver our new plan: *Making What Matters Brilliant*.



“ As we look to the future, we are in a strong position and are able to make our own decisions about how we grow and develop.

**John Edwards CBE**

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# Plan Overview

## GLENN HARRIS, CHIEF EXECUTIVE OF MIDLAND HEART

*Making What Matters Brilliant* is our exciting new corporate plan that will set our focus on delivering real improvements for our customers. Over the next five years, we plan to make a record investment in the services we offer customers, our properties and our colleagues - making Midland Heart a truly great place to work, where people choose to build their future careers.

We all come to work to make a difference and because what we do matters. Our homes and services ensure that people living in some of the most challenging circumstances can live fulfilling independent lives.

To do this we will need to improve the way that we work together. I want all colleagues across the business to embrace our role as a landlord first and foremost. Our customers, homes and communities are the reason we

are all here and should be at the centre of everything we do.

I want colleagues to be empowered to do the right thing and make sure that we provide customers with solutions at the earliest opportunity. I want everyone who works at Midland Heart to be proud of what we do, share how great it is to work here and to encourage others to look at our career opportunities.

Most importantly, I want you to enjoy working here, take pride in making our homes places people want to live and going the extra mile for our customers.

A portrait of Glenn Harris, Chief Executive of Midland Heart, wearing a dark suit, light blue shirt, and patterned tie. He is smiling slightly and looking towards the camera. A small Midland Heart logo is visible on his lapel.

“ Our new plan focuses on making sure we provide the homes and services that matter most to our customers and that we do this brilliantly. ”

**Glenn Harris**

# MAKING WHAT MATTERS

## Brilliant



### PEOPLE FOCUSED

We want to be a truly great place to work and build your career. We will retain and attract the right people by rewarding, recognising and growing our colleagues.



### INVESTING IN HOMES

Investing in our homes is our customers' number one priority and will sit at the centre of everything we do.



### SERVICE FIRST

Our customers have told us they expect a first-class service. We will ensure our services are responsive and we get things right first time.



### GROWTH & PARTNERSHIPS

The Midlands needs more affordable homes. We are committed to building as many as we can over the next five years.



### SAFE & STRONG

We will remain financially strong and maintain our focus on safety. We will spend money wisely, investing in the things that matter most to our customers.

# TO MAKE WHAT MATTERS *Brilliant*

## EVERY DAY WE WILL:



**Make sure people are safe:** For us safety is more than a tick in a box. It is about genuinely making the safety of our customers and colleagues our top priority.



**Do what we say we will:** We will be clear with our customers and colleagues about what, how and why we do things.



**Ensure our customer tells their story only once:** When a customer contacts Midland Heart they should not need to say the same thing twice. We listen, we share with our colleagues and we act.



**Get the basics right, every time:** We won't lose focus on getting the day-to-day things our customers expect from us right.



**Take pride in what we do:** What we do matters, and we take pride in making sure we do it brilliantly.



**Create a great place to build your career:** We want to be a place where people aspire to work, stay and build their careers and support us to deliver for our customers.





## PEOPLE FOCUSED

*What Matters?*

- Having a reputation as a leading, inclusive and rewarding employer that people aspire to work for.
- Ensuring our colleagues are engaged with the work we do and the differences we make.
- Growing our people so that they choose to stay and build a career here.



## HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Develop teams, people and processes that deliver:** We make sure that everything we do is focused on making what matters brilliant.
- **Be the best you can be:** We come to work to make a difference and deliver for our customers, we do this by being the best we can be.
- **Work as a team to make things better:** To make what matters truly brilliant we will need to work together as one team.
- **Enjoy your work and delivering results:** It is important that we enjoy our work and want to do what is best for our customers, colleagues and communities.
- **Trust those around us:** We are all here to make things better and we trust each other to do the right thing.



“ Having the right people is vital to our success. We will reward and develop colleagues as well as attract the best people to join our team.

Bal Kang ”

# INVESTING IN HOMES



*What Matters?*

- Understanding the condition of all our homes, so that we can spend our money where it is most needed.
- Making sure that our Retirement Living schemes are places where older people will thrive and want to stay.
- Increasing the quality and value of our homes.
- Tackling issues such as ASB, to create balanced and sustainable communities where customers want to live and more importantly choose to stay.



## HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **See the home not just the house:** Take the time to look around and understand what else we could do to improve the property and our customers' experience.
- **Treat our homes as your own:** If it isn't good enough for your own home - it isn't good enough for our customers.
- **Do the right thing:** What we do matters, if things can be better - make them better.
- **Spend money wisely:** We have to make our money go a long way, so we spend it wisely and on the things that matter most to our customers.
- **Fix the problem not the symptom:** We go the extra mile to make sure things are fixed properly and that we can be proud of the job we have done.



“ We will invest £100m on the improvements our customers have told us they would like in their homes.

David Taylor ”



## SERVICE FIRST

*What Matters?*

- Delivering brilliant customer service year on year.
- Developing digital channels that people want to use.
- Working together to deal with issues before customers have the chance to report them to us.



## HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Take pride in our services:** We are all landlords first and the job we do affects the services we provide.
- **Accept nothing but brilliance:** We want to deliver brilliant services to our customers and will hold ourselves and our partners to high standards.
- **Respond quickly to customers' needs:** What we do matters to our customers so we make sure their needs are at the centre of everything we do.
- **Provide solutions not barriers:** We will provide people with the services, help and support they need to live independently.
- **Get it right first time:** We take the time to do a brilliant job the first time.



“ It is our mission to enable our customers to live independently. We will take pride in delivering first-class services that do this and getting things right for them first time.

David Taylor ”



## GROWTH & PARTNERSHIPS

*What Matters?*

- Developing as many new affordable homes as we can.
- Replacing the homes we sell through Voluntary Right to Buy.
- Building partnerships with developers, Government and other housing associations to deliver at least two thirds of our new build homes.



## HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Be an expert in what you do:** We take pride in knowing what we do inside out and using our skills to deliver for our customers.
- **Ensure we build safe high-quality homes:** The safety of our customers is our number one priority, our homes will be safe for them and their families.
- **Stay ahead of the curve and work with others:** We respond quickly to the changes around us and make sure we do what is best for our customers, colleagues and communities.
- **Build our reputation:** Everything we do affects how people think and feel about us. It is our job to promote the work of Midland Heart and the pride we take in what we do.
- **Learn from others and share your successes:** It is important that we learn from what others do well and share what we do well with others.



“ We will build as many new affordable homes over the next five years as we can.

Joe Reeves ”



## SAFE & STRONG

*What Matters?*

- Providing safe homes to our customers and safe places to work for our employees.
- Engaging with customers on safety issues and providing a clear route for them to raise concerns.
- Securing well priced long-term funding to support the delivery of our new corporate plan.



## HOW DO I MAKE WHAT MATTERS BRILLIANT?

- **Be serious about safety:** Safety is our number one priority and we all have a role to play in keeping ourselves and others safe.
- **Stay on the ball:** We remain focused on delivering great value for money to stay financially strong.
- **Be open and transparent:** We are honest with each other and our customers about the things that need to be improved and how we will make them better.
- **Make it happen:** We remove barriers to improvement and get the job done.
- **Take ownership:** We care about what we do and making sure we deliver for our customers.

A portrait of Bal Kang, a woman with dark hair, smiling. She is wearing a dark jacket. The background is a blurred indoor setting.

“ Our customers’ and our colleagues’ safety will be at the centre of our minds as we do our jobs and make improvements.

Bal Kang ”



midland  
heart 

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