

Non-Executive Director

Recruitment pack





Our mission

To provide high quality, safe, affordable homes that allow people to live truly independent and fulfilling lives.





Our values

We're people focused.
We're inclusive.
We're professional.





Overview



**Glenn Harris MBE,
Chief Executive**



In 1925 our organisation was founded with the mission of providing high quality, safe, affordable homes that allow people to live truly independent and fulfilling lives. I'm proud to say, nearly a century on, we're still focussed on this core mission of being a first-class landlord to our 70,000 tenants through the provision of 35,000 safe, secure and well-maintained homes.

While our mission remains the same, our external environment has changed greatly and one of our many strengths is staying ahead of these changes. We led our sectors response to the previous Government's rent cuts; simplifying our business and creating efficiency savings of c£11m per annum.

While many of our peers are still recovering from the impact of this decision, as a result of our actions and tough choices at the time, our current Corporate Plan (Making What Matters Brilliant) focusses positively on our tenants and growth.

Making What Matters Brilliant focusses on the three things that our tenants told us mattered most to them:

- To be a first-class landlord, who understands their tenants and responds quickly to their needs.
- To build as many new, affordable rented homes across the region as we can.
- To be a genuinely great place to work, where people not only want to work but can grow and develop their careers.

As we enter the final year of our corporate plan, we're in a strong position with a consistent 90% tenant satisfaction rating, 100% gas and electric safety compliance, an industry leading G1 V1 status awarded by our regulator, a Moody's A1 Stable rating and are one of Homes England's strategic partners.

These achievements have been formed through our passionate and hardworking team, as well as our continued emphasis on the issues and improvements that our tenants tell us matter most to them. Our repairs being one of their biggest priorities as well as accessibility to our services that matches that of others they rely on.

We've made great progress in the current environment to expand and develop our trades team so we're able to get to tenants' homes quicker but also stay longer to ensure our work is of the highest quality. We've launched online repairs for tenants to book and amend repairs appointments at a time that suits them.

Creating a great place to work where, regardless of people's background, everyone can succeed is something we're also very passionate about and will never tick off as job done. I'm proud to say that we work hard to be a leading and diverse employer. In 2023 we were named in the top 50 most inclusive employers. We have established development programmes for female and black colleagues, increasing our internal mobility and funding development for over 150 high potential colleagues.

This investment and many more initiatives have helped us to maintain our record levels of colleague engagement and placed us in the Housing, Regional and National Best Companies league tables. In 2023 we also engaged with The Sunday Times Best Places to Work. We're in a strong position, enabling us to make some important strategic choices as we develop our next corporate plan to 2030.

Glenn Harris MBE, Chief Executive



Our External Environment



Our External Environment

The external environment continues to remain challenging:

- Post Grenfell, the focus on building safety has rightly never been more acute or high profile. We now have a new Building Safety Regulator and new Building Safety Act (May 2022).
- There continues to be a significant national shortage of homes, especially new affordable rental properties.
- The Regulator for Social Housing has been strengthened, refocussing and re-energising our sectors consumer standards as tenant expectations continue to increase.
- Our sector's sustainability challenge is gathering pace with the need to improve energy efficiency ratings of our existing homes, build to higher specifications and to move overall to net zero by 2050.
- The rising cost of living, inflation and interest rates continue to be pressing issues and will impact many of our tenants for some time to come.

These challenges have already meant some in the sector having to consolidate and merge. We however remain a strong organisation, making record investments in our existing homes, building 4,000 new homes by 2025 and investing in our colleagues.

A landlord first and foremost

Our number one priority is to ensure our tenants live in safe, secure and well-maintained homes and are treated with fairness and respect every time they contact us.

Last year we spent c£30m on property investment including thousands of new bathrooms and kitchens, retrofitting new low carbon interventions to our older properties and our day-to-day maintenance as well as a further c£12m on building safety.

To help our tenants sustain their tenancy, we also have a team of FSA accredited advisors who provide specialist money advice. This is and will continue to be an increasingly important service given the challenges expected through the cost-of-living crisis.

We also have a specialist team to help tackle anti-social behaviour, including working with key partners such as Local Authorities and the Police.

Our tenants have told us that they want our services to keep pace with others they use so we're investing significantly in our digital tenant service experience. Over the last few years we've launched a lettings portal and online repairs app so that tenants can report repairs 24/7 and pick an appointment slot to suit them. Over 6,000 repairs have been raised through the app since its launch in October 23.



Our Corporate Plan





Our Corporate Plan

We have completed the fifth year of our corporate plan Making What Matters Brilliant (2019-25). This has seen us continue to deliver a strong and robust set of operational and financial results in an increasingly demanding operating environment. These results continue to demonstrate our underlying strength and resilience as we enter the last year of the plan in 2024-25.

Our financial position means that we're able to deliver on our plans and make significant investment across the organisation, including tenant and digital services, new and existing homes, building safety, environmental sustainability and colleagues.

We handed over 650 new homes to tenants, and have completed 2,271 of the 4,000 new homes we aim to build by 2025.

The key highlights of the fourth year (2022-23) include:

- Overall tenant and repair satisfaction have consistently achieved c90% each year for the last three years.
- We handed over 650 new homes and have completed 2,271 of the 4,000 new homes we aim to build by 2025.
- We posted an operating surplus of £41m.
- We achieved the highest possible rating from the Regulator, a G1 V1 (Governance and Viability rating).
- We also retained our A1 stable rating from Moody's, the highest in the sector.
- We continued to maintain sector leading compliance in building safety at 100%.
- We featured in the best housing, regional and national UK places to work respectively through Best Companies. We also featured in the national top 50 Inclusive Employers listings.
- We successfully bid with the West Midlands Combined Authority to receive over £2m of grant funding from the Governments' Social Housing Decarbonisation Fund.

**MAKING
WHAT MATTERS**
Brilliant



Our people

We know that our work and the quality of the services we provide are wholly dependent upon our people. It's important to us that our colleagues 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 rewards and benefits. We give our people a voice about the issues that matter most to them, listen to what they say and make changes where we can. We've invested in developing leadership and managerial capability, so that our leaders are the best in their field.

Diversity and inclusion is important to us and we are committed to improving diversity at senior levels with actions highlighted in our gender and ethnicity pay gap reports.

The way we work is underpinned by our three core values:

We reflect our values in all that we do:

We're people focused.

Our motivation is making things better and we hold ourselves and others to the highest standards. We understand our environment and change to stay ahead of the curve.

We're inclusive.

Our differences are our strength, when we listen to each other and pull together good things happen. Whoever you are, wherever you're from, your contribution matters.

We're professional.

We act with integrity and take ownership of our actions. We think about how our actions affect others and whether they will make improvements.



The Role & The Person



The Role & The Person

Purpose of the role

1. To play an active leadership and governance role as a member of the Board, within a framework of prudent and effective controls which enable risk to be assessed and managed.
2. As a member of the Board, to set the strategic aims of the business ensuring that the necessary resources are in place for us to meet our objectives. To include measuring progress against the delivery of the strategy and to review financial and operational performance against agreed key performance indicators.
3. As a member of the Board, to set the company's mission, values and standards and ensure that its obligations to its tenants, regulators and stakeholders are both understood and met.

Responsibilities

1. To prepare for and attend meetings of the Board (normally eight meetings a year plus two strategy days), playing a full role in the discussions and business transacted at such meetings. All Board members are also members of Board committees relevant to their skills and experience.
2. To receive and promptly respond to ad-hoc communications received from other Board members and executives within Midland Heart relating to the work of the Board, on an as required basis.
3. Bring constructive challenge and independent judgement to bear on matters of strategy, performance, resources and standards of conduct.
4. Satisfying yourself, along with other Board members, on the integrity of the financial information produced and that we have in place internal (including financial) controls and systems of risk management, which are robust and effective and sufficient to safeguard the funds and assets of the business.
5. Sharing responsibility with the other Board members for ensuring that both the parent group and its subsidiaries do not exceed its powers and functions and also for the superintendence of the executive management.

6. Discharging the other duties and responsibilities of a Board member of a Registered Provider of Social Housing with care and skill.
7. In carrying out your duties as a Board member you will act in accordance with the seven principles of public life.

Person Specification

1. Contemporary senior Executive and/or Board level experience gained in a large commercial corporate environment.
2. Specialist knowledge of, and contemporary experience in relation to a number of the skills areas set out in the attached skills matrix and in particular to: finance, IT/e-commerce, HR or planning/development.
3. Experienced in reviewing financial and operational performance, identifying areas for discussion and challenge.
4. Business acumen with the ability to contribute to the full corporate agenda to aid the business in its decision-making.
5. Clear and effective influencing and communication skills, including an ability to operate effectively at Board level, challenging an Executive effectively.
6. An open mind with the courage to think independently and strategically.
7. Team working and collaboration skills, including an ability to work together with other executives and non-executives to solve collective problems.
8. Personal gravitas and authenticity, able to bring a fresh view to influence decision making.
9. Awareness and understanding of the geographies across which we operate.
10. A real understanding of governance and how this works in an arm's length and governmental related body.
11. To be an ambassador for the Group externally and help build its brand and public image, ensuring an effective regional and national profile in consultation with the Chair and the Chief Executive.



Remuneration, Skills and Appointment Process

Saxton Bampfylde





Remuneration

An annual fee is payable for this role (currently c.£13,352 per annum, plus expenses).

1. Travel and other expenses can be claimed in line with our expenses policy.
2. The appointment is likely to be for an initial period of three years. The maximum term of appointment is normally six years.
3. Meetings of the Board are generally held in normal working hours at our offices in Bath Row, Birmingham and are generally around 4/5 hours duration.
4. The Board is also committed to ensuring that its recruitment will deliver a diverse board, reflecting the geographies across which we operate.
5. The Board will, so far as possible, also look to achieve a balance between Board members in work or self-employment and those with Non-Executive or Voluntary appointments. This helps to ensure a contemporary knowledge of the workplace and of the needs of colleagues, tenants and stakeholders.





Skills and Experience



Name _____

Skills/Knowledge/Experience Rating

(Please tick box which best describes your skills/knowledge/experience of the relevant area)

Discipline	4	3	2	1
Housing needs that we aim to meet				
Strategy development				
General business skills				
Governance				
Risk based auditing/risk management				
Property management				
Asset management				
Financial management				
Treasury				
Knowledge of relevant regulatory requirements				
Community relations and needs, including equal opportunities/diversity				
Effective partnership working with local authorities				
Effective partnership working with other strategic partners				
Practical knowledge of who to approach for, and how to obtain, grant funding				
Property development and building				
New business development/delivery				
Community regeneration				
Knowledge and experience of relevant Government agendas and policies				
Knowledge of local community and its needs				
Close understanding of tenant needs/priorities				
Tenant engagement/involvement				
Have previously played a similar role in a Registered Provider or similar organisation				
Human resource management				
Procurement / contract management				
Legal knowledge				
Mergers and acquisitions knowledge and/or experience				
Experience of developing and selling new product/services to new markets				

Key:

4 High level specialist knowledge

3 Well informed

2 Basic understanding

1 Little or no knowledge/experience



Appointment Process

We're working with Saxton Bampfylde to support us in recruiting to this role.

For a confidential, informal discussion please contact:

Hannah Scarisbrick, Partner

E: hannah.scarisbrick@saxbam.com

M: 07920 498 015

Saxton Bampfylde

Application should be via CV and cover letter (no more than two pages) received by no later than noon on **Thursday 2nd May 2024**.

Visit www.saxbam.com/appointments using code **KBNUA** to apply.

The selection process we will follow is detailed below:

Non-Exec Director (NED)

Date	Selection activity	Location
w/c 6th or 13th May 2024	Interviews with Saxton Bampfylde	Online or in-person
w/c 27th May 2024	Final interview with Midland Heart	Birmingham

Final appointments will be confirmed by our Board of Management during June 24. Induction to the organisation will take place during the summer of 2024.





Appendix - Board Skills



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Applicants for Board member roles need to demonstrate skills in two areas:

- **General business skills** – evidence of knowledge and of ability to carry out strategic development and effective monitoring of performance in finance and operations. These are the core skills we would expect of all Board members.
- **Specialist skills** – these are the key skills which the Board has decided must be present to ensure good awareness of areas believed will be critical to our future success, and for which effective governance oversight will therefore be required. For the 2024 Board recruitment these skills are finance, IT/e-commerce, HR or planning/development.



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