



Homes for Haringey

Recruitment Pack

Managing Director

October 2017

Your application

Dear Applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word format by email to: HfH@campbelltickell.com

Applications must be received by Thursday 23rd November 2017 at 9.00am

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on **07539 373827** or **020 3434 0990**.

Kind regards

Yvonne Frayling

Senior Associate Consultant

Contents

Your application	2
Welcome letter	4
About us	5
Our board	8
Our staff	11
Job description	12
Person specification	15
Organisational structure	17
Principal terms and conditions	18
Key dates and selection process	19
Supplementary information	20
Media advertisement	21

Welcome letter

Thank you for taking the time to look at the candidate pack.

I joined the Board as Chair in September 2017 and have already been busy reaching out to our partners to better understand how Homes for Haringey is perceived, how we're performing and how we'll work together in the future - delivering for our communities, as we respond to the challenges that face the sector and our residents and the opportunities that present themselves in this dynamic borough, including the largest regeneration programme in England. I have been genuinely reassured by my findings and I'm confident and excited that we have a very solid platform on which to build our future. Our partnership with the Haringey Council is excellent. The 10-year Management Agreement was extended in 2016, a decision based on the organisation's strong performance, ability to constantly deliver, exceed efficiency targets and achieve strong value for money. We're also well placed to support the Council in addressing the challenges of tackling homelessness and delivering their strategic commitment to growth in the supply of housing and job opportunities and play a pivotal role in the Haringey Development Vehicle, which will deliver large scale housing growth and sustainable regeneration.

Resident consultation and engagement is a central part of our business and our Resident Scrutiny Panel has a strong national reputation. We run a very successful 20/20 project, getting young people into training and jobs. As a Gold level Investor in People we offer a range of apprenticeships and a commitment to ongoing learning and development.

It goes without saying that this is a high-profile role and there will be high expectations of the post holder. You will, have substantial experience of executive leadership in a comparable social housing environment, a track record of delivering customer excellence and be adept at building and maintaining stakeholder relationships and strategic partnerships. You will also have an evolved people offer that empowers, motivates and inspires our diverse staff group and be highly credible, robust, with good political acumen and the ability to embrace change, navigate complex work areas and deliver creative solutions.

You will find a Board that is supportive and ambitious and a highly competent, committed and long- standing Executive Team. After successful completion of your probationary period, it is our intention that you become a co-opted, non- voting member of the Board.

If you are excited by our proposition and keen to make a major contribution to housing in one of London's most exciting, ambitious and diverse boroughs, then we look forward to hearing from you and in the meantime, urge you to talk to Yvonne Frayling at Campbell Tickell (our retained recruitment consultants) for a confidential discussion about us and the role.

Yours sincerely

Aman Dalvi

What we do

Who we are

Homes for Haringey (HfH) is an Arms Length Management Organisation (ALMO), set up in April 2006 to manage Haringey's council housing. It is wholly owned by Haringey Council.

Our Vision

'Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.'

Our Aims

Our strategic aims are directly aligned to the Council's housing aims of improving help for those in housing crisis and driving up the quality of housing for all residents:

- Work in partnership to prevent homelessness and help those in housing need
- Provide excellent housing management services and improve life-chances for Haringey residents
- Improve existing homes and increase the supply of high quality affordable housing

Our Values

We serve a diverse community and are:

Business-like

- Innovative, proactive and skilled at providing solutions
- Competent, qualified and have all the professional, technical and personal qualities in place to do a good job
- Manage resources well

A trusted partner

- Solid and dependable
- Do everything we say we will do
- Look to the future



What we do

Homes for Haringey

- manage around 16,000 tenanted and 4,500 leasehold properties.
- employ around 570 staff (excluding HRS)
- has a turnover of c£50m
- has c3,000 households in temporary accommodation

and also has:

- its own in-house repairs service (Haringey Repairs Service) with around 180 staff which carries out around 60,000 repairs to council homes every year.

While Haringey Council owns the homes and takes overall responsibility for housing policy and strategy, Homes for Haringey is responsible for the day-to-day management of council homes, including:

- Housing management
- Home ownership services
- Supported housing
- Resident involvement and community engagement
- Day to day repairs
- Planned repairs
- Major Works
- Asset management

And it also manages the following services on behalf of Haringey Council:

- Assessing homelessness applications
- Housing advice & options
- Temporary accommodation (support and management)
- Private sector lettings (PSL)
- Hearthstone (domestic violence support)

Governance

The Homes for Haringey Board ensures that Homes for Haringey delivers a high-quality housing service whilst operating in the best interests of residents and within the legal and regulatory frameworks applicable to it. The Board of Directors comprise independent members, representatives of the Council and residents. The latter reflect the importance of resident involvement in our governance and decision making processes.

The main areas of governance for the Board to oversee:

Strategic planning – setting the strategy for Homes for Haringey, ensuring alignment with Council priorities, agreeing objectives and monitoring delivery against these.

Service delivery and performance – ensuring Homes for Haringey achieves target levels of performance and delivers high quality services to residents in accordance with its Management Agreement.

Risk management – the prediction and management of risks that could hinder the organisation to achieve its objectives.

Compliance – ensuring staff comply with legal and regulatory obligations as well as internal policy and procedure.

Financial governance - the framework which sets out the Board's policies and staff's responsibilities concerning the financial affairs and medium term financial strategy of the Company.

These arrangements are approved by the Board or via delegated authority at the Finance, Audit & Risk Committee.



Our board

Our Board of Directors is made up of residents, councillors and independent members from fields of work related to our business. The Board is focused on leading Homes for Haringey to achieve its objectives efficiently and effectively.

The members of the Board have a wide range of experience and interests but they have two things in common: a real affection for Haringey and a desire to improve the borough's council housing.

Aman Dalvi OBE - Chair of the Board

Aman brings almost thirty years' housing sector experience to the role – all of it London based. His experience spans local authorities, housing associations, trade and third sector bodies and ALMOs. He has held the role of Chair for a number of housing associations including Anchor, the largest social provider of housing for the elderly.

Aman has an MSc in Public Sector Management and is a Member of the Chartered Institute of Housing. He was awarded an OBE in the year 2000 for Services for Housing

Tom McGregor - Independent Board Member

Tom has worked in housing for some 28 years. He worked first as a general manager running a single homeless project, then for over 22 years with Genesis Housing Group and its subsidiaries where his key roles were as Managing Director of Pathmeads Housing Association, Group Director of Regeneration and from 2008 to 2012 as Chief Operating Officer and Deputy Chief Executive of Genesis.

Tom has an MBA from Aston University Business School and is currently a freelance housing consultant.

Cllr David Beacham – Council Representative

David was born in Newport, South Wales and was educated at Bassaleg School and the University of Wales at Swansea. Graduated with BSc (Econ) in 1975.

He has worked for London Transport and subsequently London Underground Ltd in a variety of accounting roles since 1975 and is currently employed as Management Accountant for Jubilee, Northern and Piccadilly Lines, Service Delivery Unit.

He has lived in Haringey since 1982 and was a founder member of both the Social Democratic Party and the Liberal Democrats. He has served as election agent for local, Parliamentary and European elections.

Anastasia Bloom - Independent Board Member

Anastasia's 20 year career in international investment banking gives her a culturally diverse outlook. Her current business interests include advising companies on matching capital with investment opportunities as well as working with founders on new business set-ups. Anastasia lives in north London and feels passionate about improving standards of living and creating a better community.

El-Farouk Cheik - Independent Board Member

El-Farouk Cheik has a BA in Foreign Languages at the Queen Mary University in East London and has been working for Tungston Network for 12 years. Prior to this, he has worked for 3Com Corporation. El-Farouk has volunteered in Mali and Senegal as well as having previous voluntary experience of teaching French at a girls' school in East London.

Cllr Joanna Christophides - Council Representative

Joanne has lived near Ally Pally all her life and has two sons who attend a local secondary school. She has been a councillor for Bounds Green since 2010 and is currently in her second year as Chair of Alexandra Palace and Park Board. From 17 years, until 2010, She was a caseworker for a number of London Labour MPs and now works for the Labour Party.

Until recently she was Secretary of the Friends of Albert Road Recreation Ground, and she has always been passionate about the benefits of all our green spaces in the borough.

Yvette Davis – Resident Board Member

Yvette is a coach, paralegal, restorative justice facilitator and trained cook with interests in social science, criminology/criminal justice, politics and community engagement. She has been a Haringey resident all her life and aims to bridge the gap between Homes for Haringey and the residents they serve.

Adzowa Kwabla-Oklikah – Vice Chair of the Board

Adzowa has been a leaseholder in Haringey for over a year and has a passion for public service. "I want the highest levels of service for residents, ensuring value for our money and pushing Homes for Haringey to keep driving up standards for all residents. High quality housing means homes in which people feel safe and warm, where access is provided for those who are less mobile and homes that are maintained to a high quality all the time. In cases where those standards fall short, I want to see repairs being carried out quickly and to a high standard."

Cllr Lorna Reith - Council Representative

Lorna has been active in the local community and was chair of the tenants and residents' association on the Ferry Lane estate, where she still lives and helped in the setting up of the Tottenham Law Centre. She has worked for both Haringey and Hackney Councils and was Chief Executive of Disability Alliance and spent 4 years as Vice-chair of London

TravelWatch. As a local Councillor she has held various portfolios including, Cabinet Member for Community Cohesion and the Cabinet Member for Children and Young People. In May 2012 she stood down from the Cabinet to concentrate on work within her ward, Tottenham Hale. She works full-time as Chief Executive of Healthwatch Enfield

Georgina Walters - Resident Board Member

Georgina has lived in north Tottenham for over 30 years and is an active member within her local community. "As an active member of the community I want to use my skills to promote and build better communities and tackle important issues such as anti-social behaviour and help provide better housing services."

Our leadership team

Chris Liffen - Interim Managing Director (Executive Director of Property Services)

Chris joined us in July 2013 to head up our Property Services Department which includes Asset management, Mechanical & Electrical and Haringey Repairs Service (HRS) as well as our Health, Safety & Compliance team. He brings with him a wealth of experience in the Property refurbishment and Maintenance sector having previously worked as Operations Director at Kier Islington and Senior Director at the Mears Group - a major social housing repairs and maintenance company.

Astrid Kjellberg-Obst - Executive Director of Operations

Born and educated in Belgium, and with two masters degrees to her name, Astrid has over 15 years' housing management experience including senior roles at the Sanctuary Housing Association as Director of Strategy and Compliance and Director of Performance. Since 2010 Astrid has run her own consultancy working with housing providers and businesses in the care industry before joining us in March 2013.

David Sherrington - Interim Executive Director of Property Services

David has worked for Homes for Haringey since 2006 and most recently led on Corporate Governance, Communications and Project 2020, the organisation's youth outreach and employment initiative. Prior to living in London, David studied history at Leeds University and spent two years working for Leeds City Council, encouraging greater take up of welfare benefits.

Denise Gandy - Executive Director of Housing Demand

Denise joined Homes for Haringey following the unification with Community Housing Services in 2014. Denise has worked in housing for over 25 years in a range of frontline and management roles relating primarily to housing needs and homelessness. She has also delivered service improvement projects and worked in strategy development, producing Haringey's first ever homelessness strategy.

Puneet Rajput - Director of Corporate Affairs

Puneet is a multi disciplined director with experience of working across the public, private and not for profit sectors. He has over 16 years senior management experience as well as non executive experience of ALMO and housing association boards. Puneet is a governance professional skilled in strategic leadership, organisational development and leading the delivery of corporate support services.

Job description

Responsible to: The Board of Homes for Haringey through the Chair

Line managing: Executive Leadership Team (5 Directors) and Executive Assistant

ROLE PURPOSE:

- Responsible to the Board for the highly effective leadership and performance of Homes for Haringey (HfH) and delivering excellent customer services, securing our position of the housing provider of choice in the borough.
- Ensure compliance with the requirements of the Management Agreement between Haringey Council and Homes for Haringey.
- Supporting the Board in effectively discharging its functions, establishing a clear vision for the on-going development of HfH and effectively monitoring its services
- Delivering HfH’s business plan objectives, achieving high levels of performance across housing service, property management and homelessness prevention functions.
- Develop and maintain effective relationships with the Council and residents and other key partners and stakeholders, seeking to work collaboratively to meet local housing needs, promote sustainable communities and achieve the objectives of HfH Business Plan, Haringey Council’s Corporate Objectives and its Housing Strategy.
- Providing effective leadership and oversight of HfH’s day to day operations.

Key External Relationships:	Key Internal Relationships
Haringey Council, (officers and members), Homes and Communities Agency, Housing Associations/Registered Providers, national housing makers and influencers, funding bodies, professional advisors and contractor representatives	The Board, its committees, Executive team and all staff, residents and leaseholders

KEY RESPONSIBILITIES:

Leading the Business

1. Support the Board in the development of strategic priorities, objectives, business and financial plans and areas for service expansion and growth and that these are regularly and robustly reviewed, in order that HfH continues to provide demonstrable added value to the Council and other stakeholders.

2. Provide advice and guidance to the Board to ensure it fulfils its statutory and regulatory obligations and maintains effective control and direction of HfH. Ensure Board decisions are implemented effectively and in a timely manner
3. Provide vision and visible leadership to achieve and sustain high levels of performance and customer satisfaction across all HfH services and functions ensuring modern, high quality, responsive and customer focused services.
4. Represent and promote HfH externally, developing partnerships and links that promote a positive profile of HfH, further the business aims of HfH and support a good network of contacts. Influence sector debate and thinking.
5. Be a co-opted, non-voting member of the Board of Homes for Haringey.
6. Be a co-opted member of the Corporate Leadership Team at Haringey Council
7. Lead on equality and diversity and create an environment where diversity is valued.

Leading People:

8. Provide motivational leadership, support and development to the senior management team and HfH as a whole to sustain a high performing, competent and agile workforce. Help embed the values and culture of a modern employer and a great place to work.
9. Lead by example, adopting a coaching leadership style and a culture of professionalism which empowers and develops staff to fulfil their potential and motivates and supports the delivery of high levels of customer care, performance, creativity, accountability and calculated risk taking. Addresses appropriately poor performance and inappropriate behaviours.

Operational Performance:

10. Maintain oversight of all business operations across departments, ensuring collaborative working, alignment with business plan objectives and the efficient management of resources required to deliver the Board's approved business plan.
11. Lead with a strong commitment to customer excellence, well-being, safety and best practice when considering the design and delivery of services to residents.
12. Embed a culture of continuous improvement, innovation, value for money and efficiency so that HfH achieves high levels of customer satisfaction and maintains long term viability and relevance
13. Ensure that a genuine partnership with customers is developed based upon trust. Promote the meaningful engagement and involvement of residents and leaseholders in HfH's work and ensures their voice is heard and fed into service design, development and review.
14. Ensure that new development and growth opportunities are identified, investigated and reported to the Board and delivered in line with strategic plans.

Governance, Compliance and Control

15. Working collaboratively with the Chair, the Board and its committees to effectively fulfil HfH's governance functions, ensuring compliance with HfH rules, scheme of delegation, agreed code of governance and regulatory standards.
16. Be proactive in providing the Board with the information that they need to make informed and timely decisions about compliance, managing risk, the future direction of HfH and be

open and timely in alerting the Board to matters that present a risk or material concern to the business, its reputation and viability.

- 17.** Take overall responsibility for compliance and assurance ensuring appropriate control and assurance frameworks are in place to meet statutory, regulatory and financial requirements in order to effectively manage the risks to the business.
- 18.** Ensure that financial resources are properly allocated and effectively controlled through sound budget and risk management practices. Plan for, and drive the achievement of, medium terms efficiencies as part of an overall value for money strategy. Oversees the fiscal activities including financial planning, reporting and audit to ensure financial viability and sustainability.

OTHER RESPONSIBILITIES:

Health and safety

The post holder is required to comply with all health and safety at work policies, procedures and guidelines which form part of this job description. The post holder must look after their own health, safety and welfare and be mindful of other persons who may be affected by their acts. All employees must co-operate and comply with instructions regarding health and safety issues and report all accidents, incidents and problems as soon as appropriate.

Equality and diversity

The post holder is required to actively promote equality of opportunity and diversity in the workplace, work in an inclusive manner and lead by example. It is the duty of the post holder not to act in a discriminatory manner towards anyone they have dealings with. The post holder should counteract such practice or behaviour in others by challenging or reporting it and positively promote diversity in everything we do.

Safeguarding

Homes for Haringey are committed to safeguarding and promoting the welfare of children and vulnerable adults and has procedures to this affect that must be followed.

Safe recruitment of staff is central to this commitment, and Homes for Haringey will ensure that its recruitment policies and practices are robust, and that selection procedures prevent unsuitable people from gaining access to children or vulnerable adults.

The post holder must be aware of, and share our commitment to their safeguarding and welfare.

No leadership job description can ever cover every issue which may arise and the post holder is expected to be sufficiently flexible to carry out other duties as required from time to time.

Person specification

EXPERIENCE:

- A senior track record of operating at executive level in an organisation delivering social housing of similar size and complexity.
- Experience of leading services related to housing management, property management or homelessness prevention (with it being desirable to have experience of leading across all three of these areas).
- Proven track record of working effectively with non-executive directors, Trustees or Councillors.
- Experience of financial management at a strategic level and the management and control of substantial budgets
- A proven track record of working collaboratively and decisively at a strategic level with a range of stakeholders, including politicians and trade unions.
- Experience of successfully leading, motivating and empowering people, developing and leading high performing teams and delivering accountability.
- A track record of successfully delivering high levels of customer satisfaction and continuous improvement
- Proven track record of leading substantial transformation and change programmes

SKILLS AND ABILITIES:

- Highly strategic, with strong intellect and analytical skills with an ability to grasp and apply complex financial and operational information and translate strategy into short, medium and long-term plans.
- Ability to identify, explore and initiate new business opportunities, whilst demonstrating sound business acumen, particularly in relation to decision making and negotiation
- Able to work intuitively with a wide range of people and stakeholders, securing buy-in and maintaining effective partnerships and stakeholder relationships.
- Able to prepare and present, clear and concise written reports and present effectively to a wide range of audiences.

KNOWLEDGE:

- Good understanding of the public policy issues and challenges in affordable housing management, property/asset management, homelessness, and regeneration.
- Good understanding of the development process
- Good understanding of strategies to prevent homelessness and to supply new permanent and temporary housing.
- Working knowledge of business planning, probity, governance and risk management

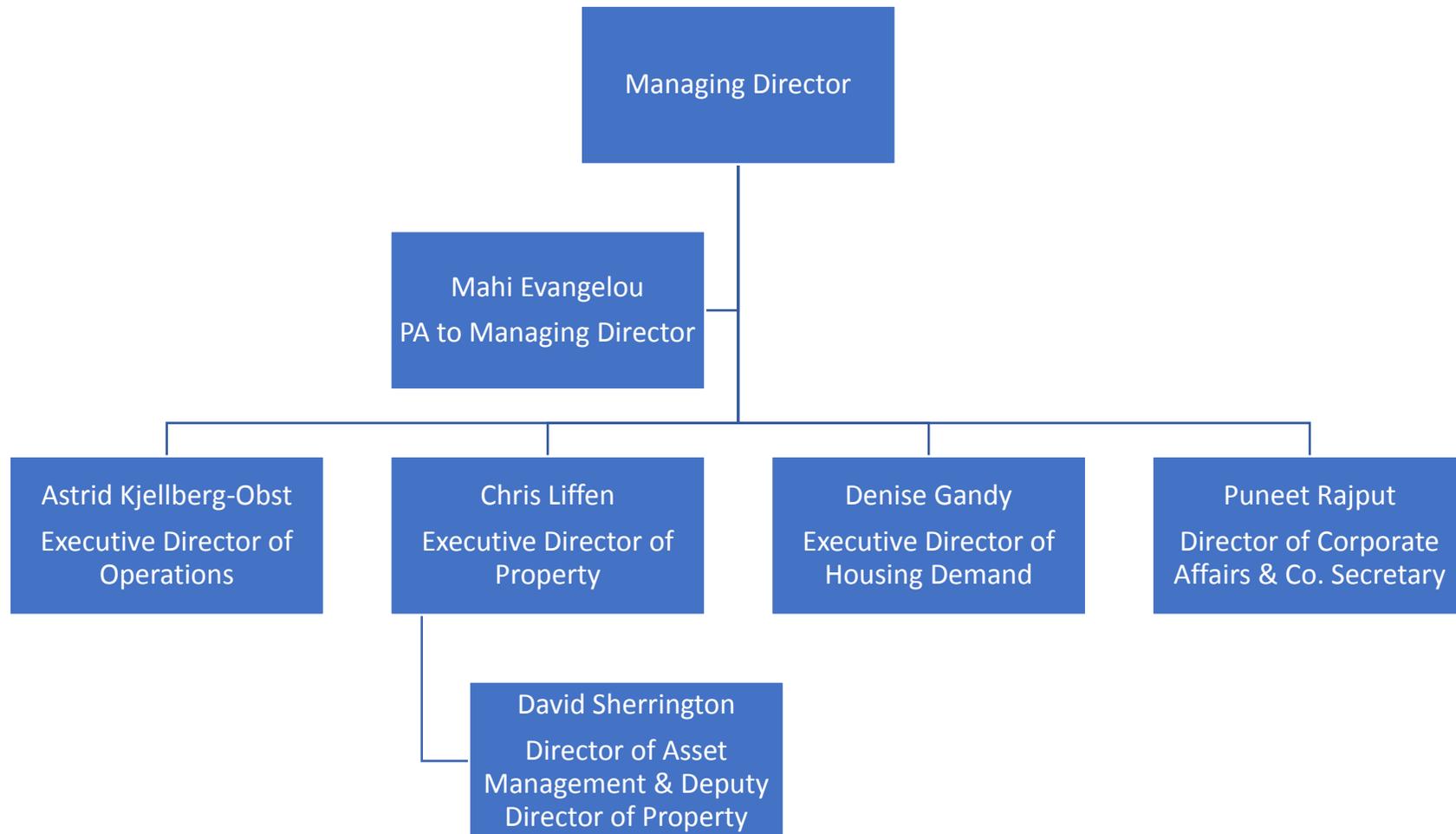
1. PERSONAL BE ATTRIBUTES

- Possesses the authority, presence and integrity to command the respect of the Board, staff, partners and residents. Committed and actively promotes the values and objectives of HfH
- Possesses high levels of personal credibility, interpersonal, communication, influencing, negotiation and political nous.
- Decisive, empowering and supportive leadership style with an ability to resolve conflict and engender collaborative working.
- Champions the right of residents to access high quality homes and services
- Resilient in handling the pressure of the role and in meeting targets and deadlines
- Able to work flexibly and proactively
- Ability to probe and challenge in a constructive manner.
- Good IT literacy.

QUALIFICATIONS AND OTHER ROLE REQUIREMENTS:

- Degree level education or equivalent through relevant education or training. A housing qualification and appropriate management qualification would be desirable.
- Evidence of continually developing professional knowledge.
- Membership of a relevant professional body
- The role requires working outside normal hours including attendance at evening, and occasional weekend, meetings.

Organisational structure



Principal terms and conditions

Position:

Managing Director

Salary and Package:

- Salary c £140K plus benefits
- Performance Related Pay scheme – up to £10% of salary
- Local Government Pension Scheme

Holiday entitlement:

36 days, rising to 39 days after 10 years' service, plus public holidays.

Working hours:

Normal hours of work are 37 hours per week based around the usual business working week. However, due to the seniority of this post there is a requirement for flexibility in meeting the full responsibilities of the post. Attendance at evening meetings will be required.

Probation and notice periods:

There is a 6-month probationary period after which the notice period for the role is 3 months.

Location:

Your normal place of work will be our office at 48 Station Road, Wood Green, N22 7TY, but travel across our operating area and occasional regional and national travel is also expected.

Other Conditions:

You may not hold office for any registered political organisation while in this post nor participate in, activism or lobbying that may bring Homes for Haringey into disrepute.

Key dates and selection process

Closing date:

Thursday 23rd November 2017 at 9.00am

The client meeting to agree longlisted candidates will take place on the afternoon of Tuesday 28th November, 2017. Successful candidates will be informed the following day, Wednesday 29th November, 2017. All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Tuesday 5th December 2017

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day there will be an opportunity to meet with Aman Dalvi OBE - Chair of the Board for a separate discussion.

Interviews will be held at the Campbell Tickell's offices in Wembley

Final Interviews:

Tuesday 12th December 2017

There will be an opportunity to meet with some members of the Board and Executive Management Team. This will be followed by a final interview with the selection panel and candidates will be asked to give a verbal presentation, which they will have prepared in advance, at the start of the final interview session.

We hope you will appreciate that we are seeking to get a balance in delivering a robust selection process that is not overly onerous for candidates. If you have any issues with the dates, please do speak to Campbell Tickell in advance of submitting your application.

Interviews will be held at the Homes for Haringey's offices at 48 Station Road, Wood Green, N22 7TY.

Supplementary information

The following can be downloaded from www.homesforharingey.org/

Annual report to residents 2015 and 2016:

http://www.homesforharingey.org/sites/default/files/annual_report_and_calendar_2016_web_final.pdf

Annual Accounts 2015 and 2016

http://www.homesforharingey.org/sites/default/files/hfh_consolidated_annual_accounts_2015-16_final_signed_0.pdf

To find out more please visit the Homes for Haringey website:

<http://www.homesforharingey.org>

Media advertisement



MANAGING DIRECTOR

C £140K (plus benefits)

Managing more than 20,000 council homes, Homes for Haringey is based at the heart of one of London's most exciting, ambitious and diverse boroughs. This is a great time to join us, as we look to our future. We have recently appointed our new Chair, Aman Dalvi, and our 10-year management agreement was extended last year, based on our strong performance and ability to consistently deliver. We are currently defining our role in the Haringey Development Vehicle and playing our part in delivering major development schemes, including the largest regeneration programme in England.

Working in partnership is fundamental to our success as we contribute to the borough's wider objectives of delivering housing growth, tackle issues such as housing supply and homelessness, capitalise on opportunities and deliver service improvements to achieve customer excellence, putting our residents at the heart of all that we do.

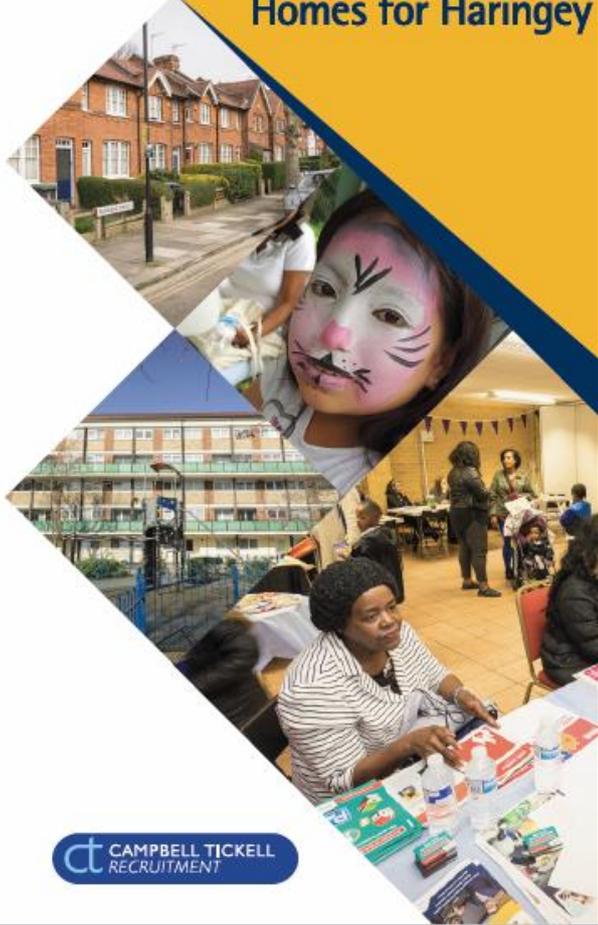
You will be an ambitious and inspirational leader who will lead us to deliver first class customer service and motivate and empower our 700 staff. You will have a proven track record of achievement at executive level in social housing and be grounded in day to day operations. You will have the gravitas and interpersonal skills to build and manage a range of important stakeholder relationships, including establishing your credibility with the Board, whilst operating in a dynamic environment, delivering innovative solutions to a range of complex challenges in a time of ever reducing budgets and quite rightly, increasing expectations.

If you have what it takes to be our next Managing Director, we would love to hear from you.

For an informal and confidential discussion please contact Yvonne Fraying at Campbell Tickell on 07539 373 827 or 020 3434 0990.



Homes for Haringey





Third Floor

Olympic Office Centre

8 Fulton Road

Wembley Middlesex

HA9 0NU

020 8830 6777

