



Recruitment Pack

Director of Operations

November 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: maryhill@campbelltickell.com

Applications must be received by Monday 4th December (12 noon)

You will receive an acknowledgement of your application within 24 hours of receipt. Please note that 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, or if you have any other questions, to help you decide whether to apply. You can contact me on **07900 363803** or **020 3434 0990**.

Kind regards

Kelly Shaw

Senior Associate Consultant
Campbell Tickell

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Welcome letter

We are very pleased that you are interested in this opportunity to be part of the team leading our ambitious and growing business.

With strong roots as a community based association, Maryhill Housing has grown dramatically in recent years with the transfer of over 2000 homes from Glasgow Housing Association. With a £13m turnover and around 90 staff we improve, build, manage and maintain over 3,700 homes, including tenements, retirement housing, high rise apartments, and modern canal side homes. We've built a number of new homes with our most recent £18m development at Maryhill Locks being our largest to date, and we are now embarking on a new development programme.

However, providing affordable high quality housing is only part of our story. We aim to deliver consistently brilliant services that help people thrive. Our performance in customer engagement is reflected in outstanding rates of satisfaction. We challenge poverty by providing financial support and helping customers secure employment or qualifications. Our impact has recently been recognised through shortlisting for CIH awards at Scotland and UK level.

As an organisation we are led by a voluntary Board made up of a majority of tenants but with others sharing a passion to make a difference in our area. Our tenants don't just influence what happens in their neighbourhoods but strategically influence the business direction.

We are financially sound, well-placed for further growth, and are working with partners to deliver value for money through shared services and procurement. We have an excellent staff team and culture, and are accredited as "one to watch" in the Best Companies survey.

Maryhill has come a long way in the past three years. We have embarked on an exciting journey of internal change and transformation which has led to the creation of new strategic leadership posts. We are refocusing our business around outstanding customer service.

We are an ambitious organisation: committed to growth, diversification and innovation. We are looking for new members of our Senior Management Team with the passion and drive to deliver on our vision of inspiring passion in people.

We are looking for leaders who share our values and want to make a real difference to our customers. We are looking for leaders who are up for a challenge and who share our aspirations to be sector leading in everything we do.

If you can see how your approach, talent and skills will add value then we would welcome an application. We hope the following information will encourage you to apply and we look forward to receiving your details.

Best regards

Bryony Willett

Chief Executive

About us

Who we are

Maryhill Housing is a charitable, community-based housing association operating in Maryhill and Ruchill in north west Glasgow. Its main role is to improve, build, manage and maintain homes. In 2017 we are celebrating our 40th anniversary.

We have always been very proud of our communities and do much more than simply collecting the rent. We undertake a significant amount of regeneration activity to ensure Ruchill and Maryhill are great places in which to live.

We're committed to supporting a range of community groups across our area and we work with partners to deliver a number of local community projects and events.

Our plans for the next five years are set out in our Corporate Plan 2016-2020 issued to all residents. Our key current focus is to offer our customers consistently brilliant service.

All housing providers are subject to regulation by the Scottish Housing Regulator which is run by the Scottish Government.

Our History

Maryhill Housing was created in 1977 in a tenement in the East Park area of Maryhill. The aim was to refurbish the impressive tenement stock of housing in that area and to ensure that they weren't demolished. The rich red sandstone buildings were needing improved so we set to work with just a handful of staff.

In the last 40 years Maryhill Housing Association has grown into a leading housing provider in the city. Throughout it all we have never lost sight of the fact that we are a community-controlled organisation with a Board (formerly known as a Management Committee) which takes decisions right here in Maryhill and Ruchill. The people who make up this Board do so voluntarily and are unpaid. They do it because they believe in the long-admired concept of housing associations and what they can achieve in communities. Without them there would be no housing association.

There have been a few highlights along the way in the last 40 years. In 1994 we carried out what's known as a stock transfer of homes in the Parkhill area of Ruchill. The transfer of 367 properties from the then Glasgow District Council to Maryhill Housing Association was a huge success. The reason for that was local residents were firmly at the heart of the decision-making process. We then set about building new housing and we look back on this milestone with a great deal of satisfaction.



In 2011 existing Glasgow Housing Association residents living in Maryhill and Ruchill were asked to choose whether they wanted to transfer ownership of these homes to ourselves. They did so overwhelmingly and Maryhill Housing became a much bigger organisation and for the first time added multi-storey properties to our stock.

So, what of the future?

Maryhill Housing will continue to be the anchor in our communities - always here, always helping and always doing our best for Ruchill and Maryhill. We like to think of ourselves as inspiring people and we hope you agree.

Our Values

The core values agreed by the Board, and shared by the staff, are;

- Friendly
- Honest
- Respectful

Our Objectives

We aim to:

- Create a real sense of community and help people thrive
- Provide the best homes and create places where people love to live, work and play
- Build a reputation for excellence and being ahead of the game

Housing Provisions

We have a mix of housing and have built a number of new homes, mainly flats, terraced, 4 in a block and semi detached. We also have a large number of tenements. Our total tenanted stock is now approximately 3050 homes.

We house a wide cross section of the community. We provide housing for all sizes of family, retirement housing for the elderly, wheelchair users, and a few houses for people with learning difficulties or profound physical handicap.

Resident Associations

We have also promoted the creation of a number of Residents' Associations and we provide administrative support to them.

There are eight in our area - Eastpark, Parkhill, Burgh Hall Village, Cumloddan, Glenavon, Mini Multis, Lochburn and Maryhill Locks. The Association works closely with these organisations and they meet regularly. Like us, they operate to improve their areas.

Our board

The Board is made up of members who all live locally. They make all the key decisions of the Association.

Roger Popplewell – Chairperson



Roger was elected Chair of MH in 2016, having been a Board member for four years. Now retired, Roger has 40 years' experience working in the housing sector, most recently heading the Scottish Government's Housing Supply Division. Prior to that Roger worked with Communities Scotland, Scottish Homes, local authorities, TPAS and Shelter.

Roger is committed to making sure MH offer excellent services that are valued by the community, and is passionate about tenant involvement in running social housing.

In addition to Chairing the Board, Roger served on MH's Staffing Committee in 2017.

Lorain Mackinnon – Vice Chairperson

Lorain was elected Vice Chair of MH in 2016, having previously served as Chair for five years. Lorain has been on the Board for nineteen years and during this time has undertaken a number of training opportunities which have given her wide expertise of the strategic management of housing associations.



Lorain served on the Board during three stock transfers, seeing Maryhill Housing grow from a few hundred houses to over three thousand. Lorain is passionate about ensuring that MH provides the best homes and services to a vibrant, successful local community.

Lorain's public service was recognised in 2017 when she was runner up in the prestigious Mary Barbour Award and received a Community Champion Award from Partick Thistle Football Club.

Lorain was also a member of MH's Staffing Committee in 2017.

Sandra Blair – Tenant Member



Sandra is a tenant member of the MH Board. Sandra has been long involved in voluntary work, including with housing in the Maryhill and Ruchill areas for over 30 years. During this time Sandra was also a Committee and Board member of the North West Womens' Centre. Sandra is currently a Board member of SHARE, the learning and development organisation for Scotland's housing associations and co-operatives.

Sandra served on MH's Staffing Committee and Audit & Risk Committee in 2017.

Eleanor Brown – Tenant Member

Eleanor is a well-recognised community campaigner with a long record of service. Of particular note was her involvement in the 1994 stock transfer of housing from the then Glasgow District Council to Maryhill Housing which paved the way for a large scale Ruchill regeneration involving new, better homes.



Her public service was recognised in 2016 when she was runner up in the prestigious Mary Barbour Award – honouring one of Glasgow’s most successful campaigning women and a recognised champion of better housing and tenants' rights in the early 20th century.

Eleanor served on the Policy & Performance Committee in 2017.

Les Currie – Tenant Member



Les was first elected to the Board in 2008. This was the second period of Les being a Board member, having previously served for approximately 8 years.

Les feels he brings a lot of local knowledge to the Board having lived in the Ruchill area for his whole life. After a varied career including as a taxi driver, Les has now retired. However, his knowledge and experience has made him particularly interested in housing development and in HR issues.

As well as his work with MH, Les is Chair of the Parkhill Group, a local community Group in the Maryhill area.

Les served as Chair on MH’s Staffing Committee in 2017.

Linda Duff – Tenant Member

Linda has been a MH tenant for three years and joined the Board in early 2016. Linda has held strategic and operational management roles in employability across Glasgow as well as in community development and training. Linda is a co-founder of a charity providing broadcast production skills, in partnership with BBC Scotland, to unemployed people.



Linda is fully committed to working to reduce poverty and inequality and in helping to make social rented housing the very best it can be.

Linda served on MH’s Policy & Performance Committee in 2017.

Isabella McTaggart – Tenant Member



Having lived in Maryhill for 27 years, Isabella has a long history with voluntary bodies including being Chair of Glenavon Residents Association since January 2012. Prior to this, Isabella was Chair of the local action group. The action group made a difference including a letting initiative so that void properties were checked by members of the group before being let.

Isabella is also a member of the Maryhill & Summerston Community Council, the Maryhill Area Partnership and the TRA Committee. Isabella has also been a volunteer with the British Red Cross for 25 years.

Isabella served on MH's Policy & Performance Committee in 2017. Isabella has also completed the Digital Champions course.

Betty Smith – Tenant Member

Betty is now on her second period as a tenant member on the Board. As before, Betty finds being a Board member very enjoyable and rewarding, feeling that she, with all members, makes a real contribution to improving Maryhill and Ruchill.



Apart from her work on the Board, Betty continues to be involved in a range of voluntary activities. Betty is keen to see more housing developments to meet local needs in the area.

Betty chaired MH's Policy & Performance Committee in 2017.

Brian Trearty – Independent Member



Brian was appointed to the Board of MH in September 2015, having previously served as an independent Board member for three years. Brian has over thirty years' experience in both the social and private housing sectors, bringing experience of the management of maintenance services, project management, contract management and asset management to the Board.

Brian is a Chartered Member of the Chartered Institute of Housing and holds a post graduate diploma in housing studies. Brian is employed as an Investment Coordinator by Tollcross Housing Association.

Brian served on MH's Audit & Risk Committee in 2017.

Richard Turnock – Independent Member

Richard joined the Board of MH in 2016, bringing additional financial expertise to the Board.

Richard is an Executive Director of Group Services with River Clyde Homes. He previously worked for a number of multinational organisations including PwC and Standard Life plc, and has extensive senior financial and change management expertise. Richard is a member of the Institute of Chartered Accountants of Scotland.

Richard was Chair of MH's Audit & Risk Committee in 2017.

Paul Imrie – Tenant Member

Paul served on MH's Audit & Risk Committee in 2017.

Tim Holmes – Independent Member (Co-opted)

Tim served on MH's Policy & Performance Committee in 2017.

Our people

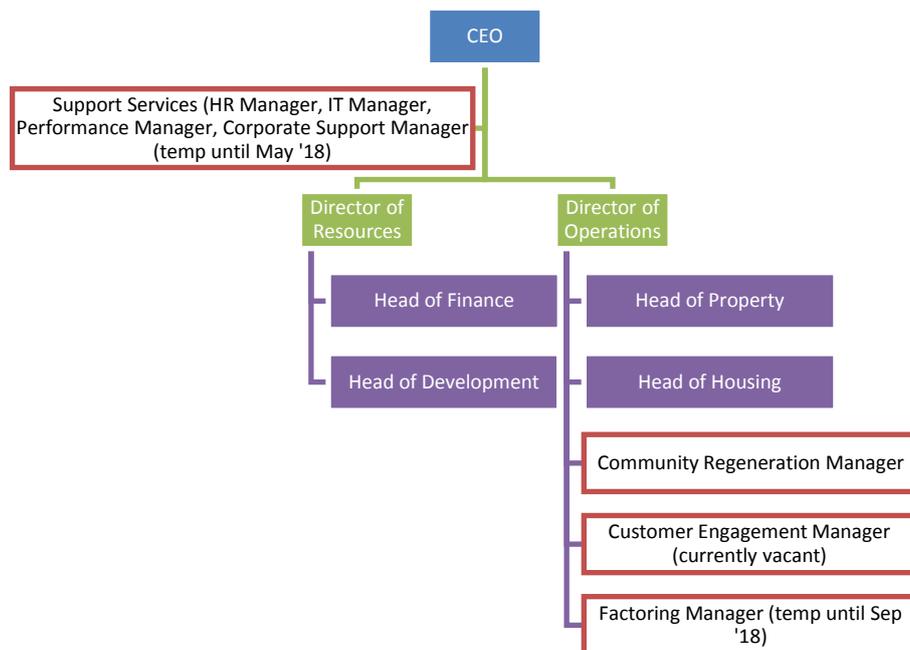
Bryony Willett – Chief Executive



Bryony was appointed Chief Executive of Maryhill Housing in March 2017. She joined Maryhill in August 2015 as Director of Housing. Prior to Maryhill Bryony worked at Islington Council for nine years having started as a graduate trainee. Her expertise includes housing management, repairs and maintenance, business planning, strategy development, procurement, external funding bids, energy efficiency improvements, regeneration options appraisals, resident engagement, service development and contract management. Since joining Maryhill Bryony has led key projects such as the introduction of a new rent structure, the re-procurement of key repairs and maintenance contracts, structural reviews of the concierge service, senior management team and housing management service. Bryony previously sat on the Glasgow Housing Register project board and represented the North West at the city-wide Homelessness Forum. Bryony is currently a member of the Chartered Institute of Housing Scotland Board and was previously a Board Director at Hyelm Housing Association in London.

Senior Management Team

These new Leadership roles have been created following a review of the organisations' Senior Management Team. The new structure aims to ensure that Maryhill has the right skills, expertise and talent in key roles to achieve business priorities and manage key risks. The new senior management team structure is shown below.



Job description

Role Title:	Director of Operations
Reporting to:	Chief Executive
Grade:	Up to £70k
Job Purpose:	

To provide strategic direction and leadership for the delivery of all customer-facing services at Maryhill Housing. Drive forward service improvements through innovation, partnership working and empowering front line teams to make a difference to customers. Be an effective member of the Directors’ team, working collaboratively with the Chief Executive, Board and colleagues on all matters of corporate strategy. Ensure Maryhill Housing is an exceptionally customer focused, ambitious, dynamic and sustainable organisation.

Key Responsibilities:

Leadership:

- Work with the Board, Chief Executive and Director of Resources to set a clear strategic direction for Maryhill Housing, supported by an effective Business Plan.
- Effectively promote and act as an ambassador for the culture, Operating Principles and values of the Association
- Lead and inspire change and the development of a performance and customer focused culture across all Operational teams

Service Delivery:

- Take strategic responsibility for the provision of high quality, customer focused and value for money services in the following areas of the business:
 - Front line customer service
 - Housing management
 - Financial support and welfare rights
 - Regeneration, wider role and resident involvement
 - Reactive repairs and cyclical maintenance
 - Major works to improve the quality of housing
 - Neighbourhood teams delivering site-based and mobile responsive services
- Within these areas of responsibility ensure:
 - Continuous improvement is planned and delivered
 - Compliance with the Scottish Housing Charter and relevant legal and statutory frameworks
 - Customers and staff teams are actively involved in shaping services
 - The development of a culture that deals with problems quickly, minimises errors and rectifies them promptly when they occur.

- Stretching performance targets are set, met and owned by all Operational teams
- Every service is outcome focused, aiming to inspire passion in people and achieve our long term aims of:
 - Creating a real sense of community and help people thrive
 - Providing the best homes and create places where people love to live, work and play
 - Building a reputation for excellence and being ahead of the game

Effective Team Working:

- Empower managers and front line teams to act with minimum supervision needed to ensure probity and efficiency
- Ensure all teams share a common vision and are oriented towards delivering outstanding customer service
- Create a coaching culture that supports all Operational team members to realise their potential
- Actively break down organisational barriers to deliver better outcomes for customers and get the best out of people

Effective Governance:

- Lead the Policy and Performance Committee including ensuring the committee is provided with plans, policy proposals, financial, performance and other information necessary to take appropriate strategic decisions
- Provide the Board and committees with high quality information, presented in a user-friendly format to allow strategic decisions to be made
- Ensure systems, policies, records and procedures are in place across the operational functions of the Association to achieve compliance with regulations and guidelines

Management Systems:

- Ensure effective management of Operational budgets including the delivery of a significant programme of savings across the Operational services
- Feed into strategic risk management and actively manage and mitigate risk across the Operational services
- Ensure local housing need is understood by the Association and the development, delivery and review of effective strategies to manage the organisation's housing assets to best respond to this need

Innovation and New Opportunities:

- Develop and maintain external networks, effectively promoting the Association to external bodies, ensuring that promotional activities do not infringe the Association's charitable status.
- Act as an ambassador for the organisation with passion and positive attitude with partners, contractors, stakeholders and the wider housing sector
- Actively seek to build links with other organisations including assessing opportunities for collaboration and sharing services

General:

- Any other duties as agreed with the Chief Executive

Corporate Responsibility:

- Act as a role model for the Operations directorate, living our operating principles (values) and Maryhill Stars framework on a day to day basis
- Ensure compliance with all regulatory, statutory and legal requirements and other directives
- Comply with MH's policies including our code of conduct, health and safety, anti-fraud and bribery and equalities policies
- Ensure effective communication in plain language, both internally and externally; to ensure people are informed, engaged and find it easy to access our services and contact us and understand our information and the decisions we make
- Maximise the use of ICT to improve efficiency, increase productivity and develop new and existing services and actively promote the interests and activities of the Association through digital and social media.
- Produce accurate and timely performance information and data, including information required for regulatory and statutory returns and agreeing and implementing actions arising from internal and external audits

Person specification

Experience & Knowledge:

Essential:

- Senior management level experience creating a business case and leading a service through significant and effective change
- Experience of delivering continuous improvement and innovating to deliver outstanding customer services
- Experience in delivering effective budget management and delivering a programme of efficiencies
- Experience in developing, implementing and adapting effective strategies, policies, systems
- Development of a performance management culture
- Experience of effective partnership working and relationship management to improve services
- Significant knowledge of housing issues, legislation and regulation
- Knowledge of strategic, policy and financial issues affecting social housing
- Understanding of how to maximize the wider role benefits of housing associations

Desirable:

- Experience within an RSL, housing related or other voluntary organisation
- Experience of and involvement with more than one sector
- Experience of effective working with a voluntary board or committee
- Experience of the legal responsibilities and liabilities of RSLs
- Understanding of good governance
- Understanding of how to use IT to facilitate performance and customer service improvement
- Understanding of effective and legally compliant contract management and procurement

Skills & Abilities:

Essential:

- Excellent leadership and motivational skills with the ability to foster empowerment
- Well-developed interpersonal and communication skills (including listening, written, influencing and presentational)
- Ability to challenge constructively
- Ability to build excellent rapport with customers, partners and stakeholders

- Highly developed problem-solving and negotiating skills, with the ability to manage complex projects
- A high degree of personal integrity, capable of inspiring confidence and respect
- Excellent business acumen and the ability to embed value for money across Operational services
- Ability to work flexibly as a senior management team member, contributing to a wide range of corporate challenges, planning and prioritizing own and team work programmes to tight deadlines
- Personal drive, determination and resilience.
- Excellent IT skills

Qualifications:

Essential:

- Degree level education or equivalent experience

Desirable:

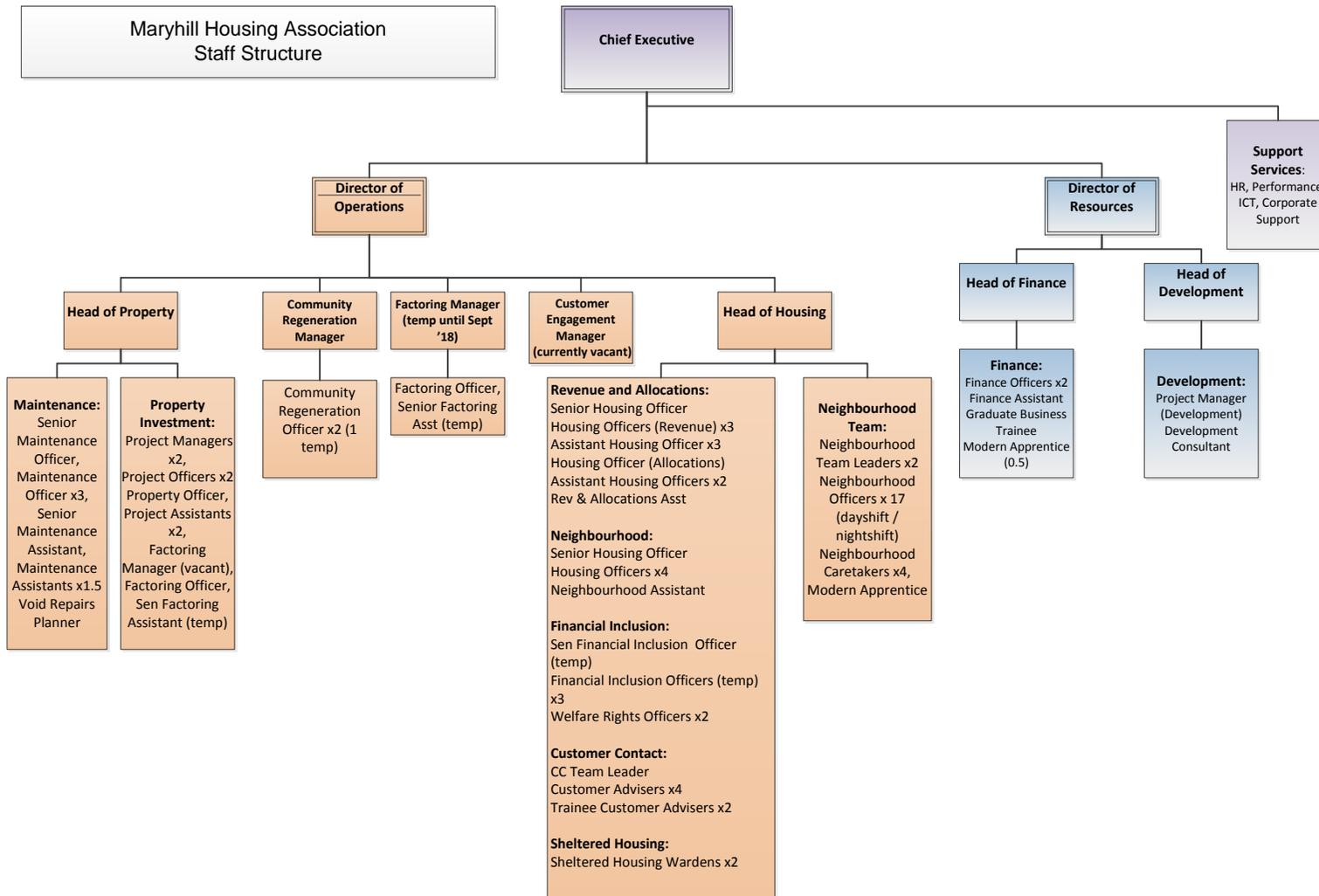
- Management qualification and/or relevant professional qualification e.g. CIH, RICS

Other Requirements:

Essential:

- Commitment to the values and operating principles of Maryhill Housing and the Maryhill Stars framework
- Committed to diversity and inclusion
- Flexibility to work out with office hours e.g. early mornings and evenings as required

Organisational structure



Principal terms and conditions

Salary and package:

Salary is up to £70,000 per annum (depending upon experience)

A range of pension options including CARE 80th defined benefits at c. 9% employers and employees contribution and defined contribution at 3% employee and 6% employers. Pensions are currently under review and may change in the future.

Holiday entitlement:

All employees should enjoy a break from work each year.

The standard paid annual leave entitlement is 25 working days plus 15 public holidays for full time employees.

Working hours:

Your normal full-time hours of work will be 35 a week, worked over five days, Monday to Friday.

Flexible working would apply to the roles.

Notice periods:

The notice period after probationary 3 months

Location:

Your normal place of work will be our office at **Maryhill Housing Association, 45 Garrioch, Road, Glasgow, G20 8RG**, but travel across our operating areas is expected.

Key dates and selection process

Closing date:

Monday 4th December (12 noon)

The shortlisting will be agreed on the afternoon of **Thursday 7th December 2017**.

Successful candidates will be informed by **Friday 8th December 2017**.

All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Thursday 14th and/or Friday 15th December 2017

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held at the **Radisson Blu Hotel, 301 Argyle Street, Glasgow, G2 8DL**

Testing:

From Monday 18th December – Friday 22nd December

Shortlisted candidates will be asked to complete an on-line psychometric test to explore leadership style.

In addition, there will be a technical test, conducted by a senior associate, which can be completed remotely.

Final Interviews:

There will be a panel internal interview held on **Monday 15th and/or Tuesday 16th January 2018**

There will be an opportunity to meet with Senior Managers for a 1-2-1- conversation. This will be followed by an unseen presentation, which will be delivered at the start of the final interview with the selection panel.

The interview panel will include Bryony Willett, Chief Executive; Roger Popplewell, Chair and Lorain Mackinnon, vice chair.

Interviews will be held at the **Maryhill Housing Association Offices, 45 Garrioch Road, Glasgow, G20 8RG**

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.

Supplementary information

The following can be downloaded from www.maryhill.org.uk

Annual Review 2008 – 2016

<https://www.maryhill.org.uk/about-us/annual-reports-and-newsletters/> [hyperlink>>](#)

Annual Reports and Statements 2012 – 2017

<https://www.maryhill.org.uk/about-us/annual-accounts-and-financial-statements/>

Board Meetings and Minutes June 2016 – April 2017

<https://www.maryhill.org.uk/about-us/board-meetings-and-minutes/>

Rules, Policies and Codes

<https://www.maryhill.org.uk/about-us/rules,-policies-and-codes/>

Media advertisement



Maryhill
HOUSING

Director of Operations up to £70,000 pa | Glasgow

Maryhill Housing is a community based association operating in Maryhill and Ruchill in North West Glasgow. We have strong roots in the area and have grown dramatically in recent years now maintaining over 3,700 homes with our most recent £18m development being our largest to date.

Affordable high quality housing is only part of our story. We aim to deliver consistently brilliant services that help people thrive. Our performance in customer engagement is reflected in outstanding rates of satisfaction. We challenge poverty and our impact has been recognised through shortlisting for CIH awards at Scotland and UK level.

Maryhill has come a long way in the past three years. We have embarked on an exciting journey of internal change and transformation which has led to the creation of a number of new strategic leadership posts. We seek to appoint new members of our Senior Management Team with the passion and drive to deliver our vision. We are looking for leaders who share our values and want to make a real difference to our customers.

Our new Director of Operations will provide strategic direction and leadership for the delivery of all customer-facing services. You will drive forward service improvements through innovation, partnership working and empower colleagues to make a difference to customers. Working collaboratively with the Chief Executive, Board and colleagues on all matters of corporate strategy will be key.

If you share the vision for Maryhill Housing to be an exceptionally customer focused, ambitious, dynamic and sustainable organisation, then we would like to hear from you.

For further details please contact our retained consultant Kelly Shaw at Campbell Tickell for an informal discussion on **07900 363803** or **020 3434 0990**. You can download a job pack from www.campbelltickell.com/jobs

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First Interviews: Thursday 14th and/or Friday 15th December 2017

Final Interviews: Monday 15th and/or Tuesday 16th January 2018

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RECRUITMENT



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