



**manningham**  
HOUSING ASSOCIATION

# Recruitment Pack

## Board Members

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October 2017

# Your application

Dear Applicant

Thank you very much for your interest in these posts. 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 the roles, detailing how you are a good candidate for this post and how you fulfil the person specification, again we recommend that this is no longer than three pages. Whilst we do not wish to be prescriptive we are particularly interested in the following skills so please be clear in your statement if you can offer skills and experience in the following core areas:
  - Financial and business acumen (knowledge and experience in the Housing Sector would be an advantage)
  - Commercial Contract Management
  - Community Investment
- 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: [manningham@campbelltickell.com](mailto:manningham@campbelltickell.com)

**Applications must be received by Friday 10<sup>th</sup> November at noon**

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 **07900 363803** or **020 3434 0990**.

Kind regards

*Kelly Shaw*

**Senior Associate Consultant  
Campbell Tickell**

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# Welcome letter

We are delighted you are interested in the opportunity to become a Board Member of Manningham Housing Association and we hope this information pack gives you a flavour of who we are, and what we are seeking to achieve.

Having recently joined the organisation as Chair, I am very pleased to be leading and working with the Board and Executive leadership team to help shape MHA and ensure we can deliver our ambitions for the future.

Manningham has a special legacy. 30 years ago, we were established by a group of people who wanted to address housing inequality, aware that minority ethnic communities were disproportionately disadvantaged. So, our roots have always been in fighting injustice. We have come a long way since then, and now own some 1,400 homes. We are still tackling social and economic challenges, on behalf of the diverse communities of Bradford and Keighley, however, we aspire to be a voice for BME communities, particularly South Asian residents of Bradford and in doing so we aim to develop our community investment strategy.

The Board recently met to agree the foundations of our Strategic Plan and to focus on remaining as an independent organisation. We want to retain our good financial track record and create headroom so that we can get back to be an organisation that punches above its weight and regain our G1 status. Good progress is being made in improving the governance infrastructure and our additional new board members will add even further strength to the current team.

Whilst prior governance experience is not an absolute we need senior professionals who offer an understanding of good governance and can bring an excellent insight into key business areas.

We think this is a very special organisation and believe that these are really great opportunities.

So, if you are passionate about being part of a community based housing organisation, then we would love to hear from you.

Best regards,



**Barrington Billings**  
Chair

# About Manningham

## Who we are

Manningham Housing Association (MHA) is 30 years old this year and has a proud track record of delivering homes and services to the communities in Bradford and Keighley. MHA came into existence in 1986 following a piece of research undertaken into the housing needs of Black and Asian Communities in Bradford by the Bangladeshi Youth Organisation based in Bradford. This research proved that the needs of the South Asian Community were not being addressed and the government and the council supported MHA growing from an organisation with two properties to one that now has nearly 1,400 homes and houses over 6,000 residents.

With an annual turnover of £8.5 million and a staff base of around 35 colleagues we are a small organisation. However, MHA has always “punched above its weight” in terms of achievements and we want our new Board members to help us to regain our dynamism and impact in Bradford, the wider region and the national level. The housing needs and poverty of the South Asian community in Bradford are as great as ever but with the lack of grant and the multiple layers of welfare reform impacts development of large family homes has all but ceased.

## Provision of Homes for Affordable Renting and Affordable Owning

We aim to provide good quality affordable homes and services for those in the greatest need in the Bradford district. Over 80% of our residents are of Bangladeshi or Pakistani origin but we cater for all those in need. Our customer satisfaction levels are extremely high and are consistently in the 95% plus bracket – we sum up our ambition in this area as providing a “hassle free” housing service to our customers. We have a high proportion of large family homes and run a modern sheltered scheme for older residents. We currently manage a number of properties for another housing provider and lease properties from another.

## Development and Firebird Homes Ltd

MHA has had a fantastic 30 years growing from humble beginnings and growth and development has been an integral part of our journey. In 2004 a wholly owned subsidiary was formed (Firebird Homes). From its inception to present, it delivered over 750 new homes and at one point, MHA had the largest development in Bradford. Unfortunately, with the lack of grant now available and the impact of the 1% rent reduction imposed on the sector MHA does not currently have the financial capacity to develop new homes for itself. Our aim is still to increase the supply of homes for the South Asian community but we will do this through influencing and developing partnerships with others.

## Our Services

We pride ourselves in being the landlord of choice in Bradford. We have a huge demand for our homes and very rarely have a home that we find difficult to let.

We pride ourselves in understanding the needs of our customers and offer a flexible and supportive service that takes some of the strain for many who have challenging lives.

Whilst we achieve outstanding customer satisfaction scores we are a relatively low-cost organisation. We believe that we can not only maintain this going forward but enhance it.

## Our Board and Governance

Following an In-Depth Assessment by the Homes and Communities Agency (HCA) MHA was downgraded to a non-compliant governance rating of G3 in January 2017. Much work has been undertaken since then and the Board and the Executive team have been working with the Regulator to develop an Action Plan that will be delivered through a Voluntary Undertaking.

The Board is largely made up of new Members and we are looking to add experience in areas that will assist us in achieving our strategic aims.

## Mission and Values

**Mission:** Working mainly in Bradford and Keighley our mission is to improve people's lives by providing good quality homes for those who need them and a range of services aimed at maximising enjoyment of the homes and the local area and enhancing independence and quality of life.

**Vision:** Driving for Excellence in Every Facet of our Business.

**Values:** Our values are the operating principles that guide our conduct and our relationship with tenants, customers, partners and stakeholders.

## Values

### Customer First

- We exist because of our customers
- We welcome and act on feedback from our customers
- We always look for ways to keep our customers happy
- We aim to get things right first time

### **Passionate about our work**

- We are highly motivated and passionate about our work
- We believe in continuous improvement
- We bring innovation and creativity to our work

### **Embrace Diversity**

- We celebrate the diversity contained within each individual
- We believe that embracing diversity will create an environment in which talent will flourish
- We enjoy the challenge of responding to the diversity of our customers

### **Accountability**

- We strive to meet the highest levels of accountability
- We always take responsibility for our actions
- We believe in being honest, open and transparent in all our work
- We will work in partnership to make things happen
- Our customers influence our business

## **Our People**

Whilst individually our people are unique and diverse, they share one common attribute – a passion for great customer service and an understanding of what it means to have a business mind and a social heart. And above all else at MHA we live our values and believe in our mission.



# Our Board

## Barrington Billings - Chair



Barrington's appointment as Chair is a key appointment for MHA. Following the regulatory downgrade, we needed someone who brought strength in governance best practice and experience of working in both a housing and non-executive capacity. We believe Barrington brings a wealth of knowledge and experience that will be of great benefit to MHA.

Barrington began his senior housing career in 1990 as an Executive Director at Hallmark Community Housing, where he worked for six years. Since then, he has held Executive-level posts at a number of Housing Associations, such as Prime Focus and Places for People, and is currently Interim Head of Asset Management and Development at Tuntum Housing Association. In addition to executive roles, Barrington has also served on a number of Boards; outside of sector he has been a non-executive at an Academy and an NHS Trust, and was Chair of the Joint Awarding Body of the Chartered Institute of Building from 2007-2008. Within the sector he has served on the Boards of Gentoo (2008-2017) and Arhag Housing (2007-2013), having Chaired the latter, and was also a Member of the Chartered Institute of Housing from 2000-2008, serving as President from 2005-2006.

## Cath Bacon – Board Member

Cath is the Labour Councillor for Keighley West ward and is an active member of the Council and local community. Cath holds a number of Council Committee appointments, including the Area Planning Panel for Keighley & Shipley; Corporate Overview and Scrutiny Committee; and Joint Health & Social Care and Children's Services Overview and Scrutiny Committee. She is also involved with a number of local community groups, UNISON, charities and education trusts.



## Julia Histon – Board Member



Julia is a highly experienced housing professional with many years' experience at a senior level in the sector. Julia is currently Chief Executive of York Housing Association and has been in post since 2011. Prior to this role she had worked in housing and regeneration for over 25 years, and has worked for Housing Associations, Regeneration Companies and Local Authorities in the North East. Julia is Vice Chair of the Yorkshire & Humber National Housing Federation Chief Executive Group and a member of the Smaller Housing Associations Group. She is also the Housing Association representative on the Housing Board for York, North Yorkshire and East Riding LEP. She has been a member of the Chartered Institute of Housing for 25 years.

### **Tansy Hepton – Board Member**



Tansy is a retired chartered accountant with an extensive background in the housing sector. Tansy worked for Yorkshire Housing as Secretary and Director of Resources & Change from 2005, with responsibility for finance, technology, HR, governance and project management. Prior to joining Yorkshire Housing she worked at the Housing Corporation for four years as Director of Regulation in the North. Before joining the housing sector, Tansy worked in the financial services sector, specialising in planning and risk management. Tansy also sits on the Board of the Regenda Group in Liverpool, an RP with 13,000 units across the North West

### **Abdul Hamied – Board Member**

Abdul is a Senior Programme Lead within NHS England supporting the implementation of the GP Forward View via the General Practice Development Programme. Prior to this he has been managing/supporting various NHS Transformation Programmes.

Prior to joining the NHS Abdul has worked in a number of senior roles leading social, economic and area-based transformation in Local Government. During his time at Rochdale Council, he led various multi-agency partnership and area-based transformation programmes focused on step-change in local social and economic conditions including housing market renewal as well as leading on the work of the Local Strategic Partnership. He was also a Local Improvement Advisor supporting improvement in a range of areas (community empowerment, equalities, performance management and economic development) working closely with local authorities and LSP's.



Abdul has also served as a Non-Executive Director on a local PCT Board, NW Learning & Skills Councils, and been a member of DWP Ethnic Minority Advisory Group, NW Ethnic Minority Business Forum and various committees and voluntary Groups.

### **Vicky Szullist – Board Member**



Vicky is a chartered accountant and audit partner at Crowe Clark Whitehill LLP where she specialises in the audit of not for profit entities. Vicky has a number of housing clients and has been involved in the social housing sector throughout her career. Manningham Housing Association is a past audit client from her time as a senior manager at KPMG.

Vicky also Chairs Healthwatch Manchester and sits on Manchester's Health and Wellbeing Board. She has an active interest in social value through procurement. She was previously the treasurer of Manchester Citizens Advice Bureau for six and a half years. Vicky was born in Shipley and grew up in Bradford where she resided until moving to her current home in Brighouse.

### Jabeen Tahir – Board Member



Jabeen is a highly experienced HR professional with many years' experience at a senior level in the NHS and healthcare sectors. Her experience also includes HR transformation in the housing sector. She is a Chartered Fellow of the CIPD and a member of the British Psychological Society. She has also held a number of Non-Executive Director appointments including, Leeds Teaching Hospitals NHS Trust, Firebird Homes, Carlisle Business Centre, and Mosaic Mentoring.

In addition, she has been an Independent Governor at Dixons Marchbank School. Recently Jabeen held the reigns as interim Chair at Manningham Housing Association.

### Haroon Rashid – Board Member



Haroon is a chartered accountant with extensive financial management, treasury and reporting experience gained at KPMG and FGH. Whilst at KPMG, Haroon managed many Housing Association audits and due diligence exercises. Haroon currently heads the Central Finance department at Freemans Grattan Holdings and his responsibilities include Financial Accounting and systems, pensions, treasury and accounts payable. Haroon has also served as a school Governor and enjoys playing cricket in his spare time.

### Abdul Ravat – Vice Chair

Abdul Aziz Ravat has over 25 years of experience in the fields of housing, regeneration, investment and service delivery. Abdul Ravat has a unique knowledge and practice of deploying funds through public and private investment models in both procuring affordable housing and sustaining places. He has previously worked for the Housing Corporation (HC) and the Homes & Communities Agency (HCA) and directly worked with over 50 housing delivery partners and had responsibility for coordinating and representing to boards the regulatory engagement and overall assessment of performance.



Abdul Ravat joined the MHA Board in October 2016 having had a professional relationship for the best part of 15 years or so. Whilst at the HC and HCA he was both its Lead Regulator and Contract Review Manager. Abdul Aziz believes that this is vital understanding and a demonstration of continuity for the organization as it progresses forward to serve its residents and communities.

## Executive team members

The Association has a management team which comprises the Interim Chief Executive, Director of Finance and Customer Services. The management operations of the Association are delegated to this highly committed and professional management team.

### Alison Hadden, Interim Chief Executive



Alison is the Interim Chief Executive and has worked in a wide range of organisations nationally that differ in scale; complexity and history. She has been a Chief Executive, NED and interim Chief Executive. Her track record of instigating real change is matched by a proven ability to build lasting partnerships, good financial acumen and strong strategic planning skills.

### Helen Rourke, Director of Finance & Company Secretary

Helen is the Director of Finance and Company Secretary. She leads the Finance Team and is responsible for all aspects of financial management and reporting. She has over 10 years' experience of working within the social housing sector; initially as an auditor with KPMG and more latterly as a Finance Director. Helen is a fully qualified CIPFA accountant with significant experience of financing, strategic planning and regulation. She is also a non-executive director for a housing association in Salford.



### Ulfat Hussain, Director of Customer Services



Ulfat is the Director of Customer Services. He has specific responsibility for the delivery of housing management, maintenance and asset management services ensuring the highest level of customer satisfaction. Ulfat has over 15 years of senior management experience of driving operations for both small and large housing associations. He is highly committed to customer service excellence shaping high quality services coupled with strong organisational performance. He has been a board member at Pennine Housing 2000; is a Fellow of the Chartered Institute of Housing, has a Degree in Housing Studies, a Post-graduate Certificate in Leadership and is qualified as a PRINCE2 Practitioner. Ulfat is also a member of the Chartered Institute of Housing Yorkshire and Humberside Regional Board.

# Role profile

**Responsible to:** Chair of the Board

## Responsibilities:

- Defining and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success;
- Helping to establish a framework for approving strategies, policies and plans to achieve those objectives;
- Satisfying themselves as to the integrity of financial information and approving each year's accounts prior to publication, and approve each year's budget and business plan;
- Helping to establishing and overseeing a framework for the identification, management and reporting of risk in order to safeguard the assets of the organisation and its customers;
- Assessing all policies and decisions on all matters that might create significant financial or other risk to the organisation, or that raise material issues of principle;
- Monitoring the organisation's performance in relation to these strategies, plans, budgets, controls and decisions and also in the light of customer feedback and the performance of comparable organisations;
- Ensuring that there is an effective mechanism for communicating and receiving feedback from the organisation's customers, stakeholders and shareholders;
- Establishing a strong working relationship between other Board Members, the Chief Executive and other senior staff;
- Satisfying itself that the organisation's affairs are conducted lawfully and in accordance with generally accepted standards of performance, probity, good practice and regulatory requirements;
- Promoting the highest standards of corporate governance, assessing how the organisation follows the recommendations of its Code of Governance and stating compliance and non-compliance in its annual review and accounts;
- Embracing the code of conduct and expected behaviour for the Board and Board & Committee members and reviewing compliance.

## Core Tasks and Objectives:

- To uphold the values and objectives of Manningham Housing Association (MHA).
- To uphold MHA's core policies, including the Code of Conduct for Members, standing orders and financial regulations.
- To ensure an understanding of the constitutional and legislative framework applicable to MHA.
- To contribute to and share responsibility for the Board's decisions, including its duty to exercise reasonable care, skill and independent judgement.

- To prepare for and attend meetings, training sessions and other events, and contribute to meetings in advance if not attending.
- To uphold the National Housing Federation's 2015 Code of Governance and the Trust's Code of Conduct.
- To act individually and not as a representative of any interest group.
- To work as a team with other Board Members and the Executive Management Team.
- To contribute to and share responsibility for Board and committee decisions.
- To constructively challenge and contribute to the MHA's strategy.
- To scrutinise the performance of management of MHA in meeting agreed goals and objectives, and monitor the reporting of performance.
- To satisfy yourself as to the integrity of financial information and that financial controls and systems of risk management are robust and effective.
- To ensure that MHA has the human resource capacity and capability to achieve its objectives.
- To ensure that the MHA complies with all legal and statutory obligations, and that all regulatory requirements are met.
- To serve on committees, task and finish groups and ad hoc panels as required.
- To respect proper channels of communication, especially the line management of all staff by the Chief Executive.
- To work to enhance the reputation and image of MHA.
- To represent MHA as appropriate.

#### **Other Tasks and Responsibilities:**

- To declare all relevant interests and to avoid conflicts of interest.
- To strictly comply with confidentiality of information.
- To attend induction and appropriate training events.
- To participate in the Board Member appraisal process, which must include an appraisal every two years as a minimum, and annual reviews of Board effectiveness.
- To take personal responsibility for demonstrating high standards of governance and to contribute to the development of high standards within MHA.
- To keep up to date with the main challenges and risks facing MHA and involve yourself in Board development activities.
- To commit sufficient time to be able to undertake your duties as a Board Member. This is estimated to be a minimum of 12 days per year.
- To notify the Assistant Company Secretary of non-attendance at Board and committee meetings at least 48 hours prior to the meeting, except in unusual circumstances.

# Champion the MHA values

## Customer First:

- We exist because of our customers
- We welcome and act on feedback from our customers
- We always look for ways to keep our customers happy
- We aim to get things right first time

## Passionate about our work:

- We are highly motivated and passionate about our work
- We believe in continuous improvement
- We bring innovation and creativity to our work

## Embrace Diversity:

- We celebrate the diversity contained within each individual
- We believe that embracing diversity will create an environment in which talent will flourish
- We enjoy the challenge of responding to the diversity of our customers

## Accountability:

- We strive to meet the highest levels of accountability
- We always take responsibility for our actions
- We believe in being honest, open and transparent in all our work
- We will work in partnership to make things happen
- Our customers influence our business

# Person specification

## Specific requirements, with senior level experience in at least one of the following:

**Finance and business acumen;** a finance qualification with experience in strategic financial planning and management, ideally with audit committee experience and strong business acumen. Housing sector knowledge and experience would be an advantage.

**Commercial Contract Management;** knowledgeable and skilled in the areas of negotiating and understanding formal business agreements and legally binding contracts.

**Community Investment;** good knowledge and understanding of community partnerships, social issues within the region.

**Local, Regional and Cultural knowledge** would be an advantage.

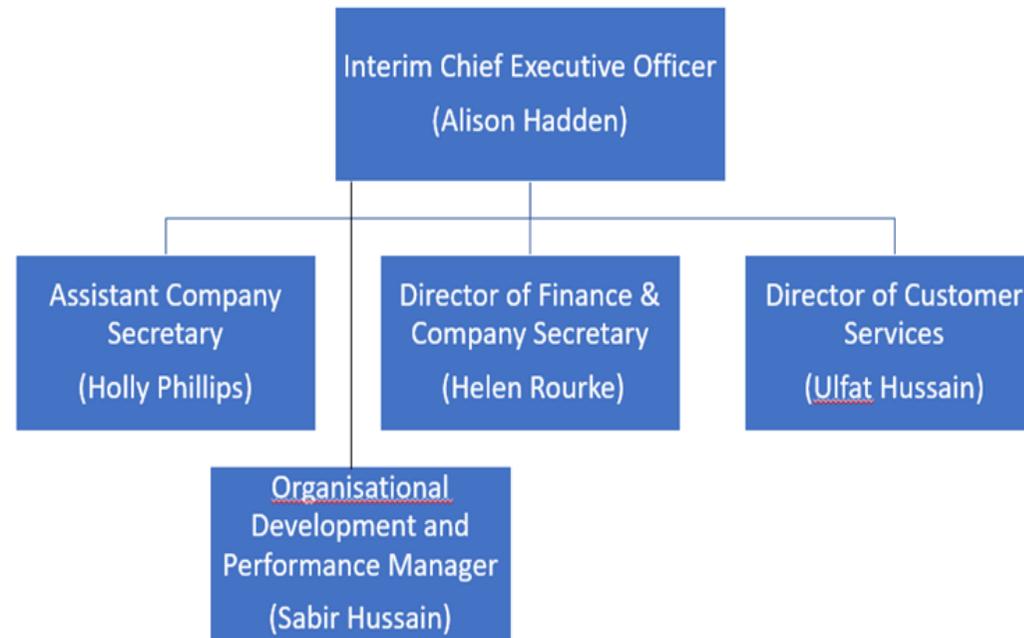
## Skills and abilities:

- Track record of operating successfully at an appropriate level across a relevant geography with a focus on customers.
- Strategic thinking with strong planning skills and good at horizon scanning.
- Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders. Contributes to team spirit and collaborative working.
- Able to assess risk and promote risk awareness without being risk averse.
- Track record in driving organisational change.
- Able to apply good governance principles, offers exposure at Board level, prior governance experience will be helpful.
- IT literate, champions use of new technology and innovation.

## Personal attributes:

- Shares our values and committed to our purpose, champions meeting the needs and aspirations of the customers.
- Proactively demonstrates strong commitment to equality and diversity.
- Demonstrates credibility and integrity. Actively role models professional conduct.
- Applies a high level of commercial acumen, while operating within a social values framework.
- Able to contribute to effective debate and decision making, challenges appropriately.
- Listens to others, provides decisive decision making when required, but also supports cabinet and collective decision making.
- Has a supportive and enabling style, gets the best out of others, committed to learning.
- Has the capacity and credibility to be effective in the role.

# Organisational structure



# Principal terms and conditions

## Remuneration:

The annual remuneration for the role is **£3,000 per annum**.

However, this is an enhanced payment in recognition of the additional commitment involved with being a G3. As the workload reduces over time the remuneration will return to the level of **£2,000 per annum from September 2018**.

## Time Commitment:

The level of time commitment to fulfil the role will be in the region of **one to two days per month**. There will, however be varying levels of intensity which will require flexibility from the post holder.

There will also be an induction period at the beginning of the tenure.

## Term of office:

The tenure period for the role is **three years**, subject to a maximum of two terms in office. Election to the role is on an annual basis, by the Board following an annual general meeting.

## Location:

Board meetings are usually held at the head office at **Bank House, 30 Manor Row, Bradford, West Yorkshire, BD1 4QE**.

# Key dates and selection process

## Closing date:

**Friday 10<sup>th</sup> November (12 noon)**

Successful candidates will be informed **Monday 13<sup>th</sup> November 2017**. All unsuccessful candidates will be offered feedback by Campbell Tickell.

## Telephone Screening:

**Week beginning 13<sup>th</sup> November 2017**

Campbell Tickell will undertake telephone screening in advance of client interviews. Successful candidates to be formally interviewed will be informed on **Monday 20<sup>th</sup> November 2017**.

All unsuccessful candidates will be offered feedback by Campbell Tickell.

## Client Interviews:

**Tuesday 28<sup>th</sup> November and/or Thursday 30<sup>th</sup> November**

There will be a panel interview with the selection panel. Interviews will be held at the **Head Office at Bank House, 30 Manor Row, Bradford, West Yorkshire, BD1 4QE**.

The interview panel will include the following;

- **Barrington Billings, Chair**
- **Abdul Ravat, Vice Chair**
- **Helen Rourke, Manningham FD & Company Secretary**

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.manninghamhousing.co.uk](http://www.manninghamhousing.co.uk)

**Strategy:**

<http://www.manninghamhousing.co.uk/about-us/strategy-2/>

**Value for Money:**

<http://www.manninghamhousing.co.uk/for-customers/value/>

**Annual Report & Financial Statement 2016-2017:**

<http://www.manninghamhousing.co.uk/annualreport/>

**Governance:**

<http://www.manninghamhousing.co.uk/about-us/governance/>

**Equality & Diversity:**

<http://www.manninghamhousing.co.uk/about-us/equality-diversity/>

To find out more please visit the Manningham Housing Association website:

<http://www.manninghamhousing.co.uk/>

# Media advertisement

## Board Members

£3K per annum

Bradford, West Yorkshire



Manningham Housing Association (MHA) is 30 years old this year and has a proud track record of delivering homes and services to the communities in Bradford and Keighley. Whilst we have grown to be an important provider of larger family homes we still fight the everyday injustices experienced by all people who need access to affordable housing.

As a niche housing provider, we are at an exciting stage of our journey with plans for further growth. We have made good progress to improving our governance infrastructure with the recent appointment of our new Chair and are now seeking to appoint additional Board Members.

Whilst prior governance experience is not an absolute we need senior professionals who offer an understanding of good governance and can bring and excellent insight into key business areas. We seek some specific skills in social housing, finance, commercial contract management; and community investment. Local, regional or cultural knowledge to the area would also be an advantage but most of all we are keen to attract a diverse range of people who will have a strong affinity with our social purpose and a commitment to the housing landscape in the area.

These roles will suit people who like working at pace, so if you are keen to make an impact then we would like to hear from you.

Contact Kelly Shaw for an informal discussion on 07900 363803 or 020 3434 0990. You can download a job pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)

**Closing date:** Friday 10<sup>th</sup> November, 12 noon

**Interviews:** Tuesday 28<sup>th</sup> November and/or Thursday 30<sup>th</sup> November 2017





Third Floor

Olympic Office Centre

8 Fulton Road

Wembley Middlesex

HA9 0NU

020 8830 6777

