



# Executive Director of Tenancy Services

Candidate Pack

Providing quality, affordable homes across the Midlands.

# Welcome

Thank you for your interest in joining Midland Heart.

**In 1925 our organisation was founded with the mission of providing high quality, safe, affordable homes that allow people to live truly independent and fulfilling lives.**

I'm proud to say, nearly a century on, we're still focused on this core mission of being a first-class landlord to our 70,000 tenants through the provision of 35,000 affordable, safe and well-maintained homes.



Throughout our journey from 1925 to now, 100 years on, we have been working closely with our tenants to ensure we provide quality affordable homes for people right across the Midlands. Actively listening to enable us to meet their expectations, tackle their concerns and continue to focus on their priorities.

We work in some of the most challenging, deprived urban neighbourhoods, with some of the most diverse communities in England. We also know our homes are ageing, with one-third of properties now around 100 years old. While our mission has remained the same, our external environment has changed greatly and one of our many strengths is staying ahead of these changes.

We led our sector's response to the previous Government's rent cuts, simplifying our business and creating efficiency savings of c£13m per annum.

Due to our actions and tough choices at the time, our current Corporate Plan ([Making What Matters Brilliant](#)) focuses positively on our tenants, investing in new and existing homes, enhancing our digital services and creating a great place to work for our colleagues.

We're not a sleepy hollow organisation and do work at a pace which surprises some. The pace is borne from a culture of making sure we listen to our tenants and put what they tell us at the heart of our plans. Making What Matters Brilliant centres on the three things that our tenants told us mattered most to them:

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

At the end of our last performance year, I'm pleased we've achieved a consistent 90% tenant satisfaction rating, 100% building safety compliance, a governance and viability rating from the Regulator of G1 V1, a Moody's A1 stable rating, and are one of Homes England's strategic partners.

This year we also featured in the Sunday Times top 100 Best Places to Work and over the past three years we have consistently been one of the top employers on the Best Companies list across both our geography and sector.

These achievements have been formed through our passionate and hardworking team, as well as our continued emphasis on the issues and improvements that our tenants tell us matter most to them.

You will be joining a business which places its tenants and the quality of homes at the centre of its plans. You will lead our work in providing a first-class service to our tenants, one which ensures we remain ahead of the sector. As an exceptional leader, you will also use tenant views and insights to shape our landlord services, making sure we deliver best in class customer service.

You will be as comfortable talking to tenants, partners, and neighbourhood groups as you will be in maintaining confidence and providing assurance in our services to the Board and the wider Executive team. Ensuring we are delivering on our commitments, meeting tenant expectations and have a clear vision for the future, especially as we shape and develop our new corporate plan from 2025-2030.

As a member of a small Executive team, your capability in contributing to the success of the whole organisation will be a given. You will be second to none at working through your people, enabling and empowering them to deliver high-quality tenancy services every day.

We would like to hear from the best housing professionals across the sector; people with the capability, energy, and ambition to ensure we remain a leader in the sector.

Yours sincerely,

**Glenn Harris**  
Chief Executive



*If you have the leadership experience, energy and ambition to ensure we remain a leader in our sector, we want to hear from you.*

Executive Director of Tenancy Services

# Business Overview

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# Our aim is to provide **quality, affordable homes** across the Midlands

**We own and manage c35,000 homes across 51 local authorities, delivering services to over 70,000 tenants.**

We've been operating in the Midlands for nearly 100 years, creating a strong legacy, an ability to look ahead and adapt to change. The external environment continues to remain challenging.

## **Core Landlord Services**

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

We're investing significantly in our digital offer to tenants with improvements including the launch of a lettings portal and a dedicated app which enables our tenants to pay their rent and report and book a repair at a time which suits them.

To help our tenants sustain their tenancy, we provide specialist money advice, an increasingly important function given the cost-of-living challenges. We also have specialist teams to help tackle anti-social behaviour and work alongside key partners including Local Authorities (LAs) and the Police.

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### External Environment

- The Regulator for Social Housing has been strengthened (new Social Housing Act), strengthening consumer standards as tenant expectations continue to rise.
- Tenant engagement, insight and meeting diverse needs are more important than ever. Including working with partners and LAs to tackle broader social challenges.
- There is also a growing focus on safe, well maintained decent homes. The bar is continually being raised on what constitutes decent homes.
- On low carbon, the sustainability challenge is gathering pace with the need to improve energy efficiency ratings of our existing homes, build to higher specifications and to move overall to net zero by 2050.
- Post Grenfell, the focus on building safety has never been sharper. We now have a new Building Safety Regulator and new Building Safety Act (May 2022).

- There continues to be an acute national shortage of homes (new and rented accommodation).
- The pace of digital change increases, a key consideration as we further develop our services and provide greater transparency to our tenants.

These challenges have already meant some in the sector having to consolidate and merge. We continue to remain committed to our charitable aims and our core strategic purpose:

- Being a top class landlord;
- Building as many new affordable and social rented properties as we can; and
- Being a great inclusive place to work, where colleagues can develop their careers.

We are a strong organisation, making record investments in tenant services, our existing homes, new homes (building or acquiring 3,750 new homes by 2025) and in our colleagues.

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### **Affordable Rented Accommodation**

This forms the overwhelming majority of our homes and largely comprises of general needs housing, leasehold, and shared ownership. Thirteen LAs comprise 90% of our tenancies. More than half of our tenants pay all or part of their rent directly themselves.

### **Retirement Living**

We have a range of retirement living properties to enable our tenants to maintain their independence in a safe and comfortable environment. Most of our schemes are a mixture of one and two bed apartments, but we also have sites with bungalows and maisonettes to rent or buy.

We aim to provide the best quality housing with great catering services and lifestyle activities. We believe that an active, independent lifestyle plays a major part in enabling older people to lead happier and healthier lives.

### **Independent Living**

Across the Midlands we provide a limited portfolio of specialist supported housing to help vulnerable people live independently and then move onto more permanent accommodation. The delivery of supporting people contracts will be undertaken by other more specialist providers.

### Our Finances

The fifth year of our corporate plan 'Making What Matters Brilliant' has seen us continue to deliver a strong and robust set of operational and financial results in an increasingly demanding operating environment.

These results continue to demonstrate our underlying strength and resilience as we come to the end of our corporate plan period.

### Our Key Highlights 2023/24:

- Both overall tenant and repairs satisfaction following a transaction remains consistently strong at 89% and 92% respectively. Repairs satisfaction finished at its highest position for six years.
- We have also reported on the Regulator's new [Tenant Satisfaction Measures](#).
- Our new online repairs offer to tenants was launched, enabling them to raise, amend and cancel repairs 24/7. This is a significant step forward in the way our tenants access our core services.
- We completed interventions on 150 general needs schemes tackling communal areas in our more challenging blocks, with £5.8m over five years on this programme.

- We achieved our lowest ever void loss, which is now below 1% for the first time ever.
- Despite the cost-of-living challenges, rent arrears ended the year below target at 4.32% and below the 2022/23 figure of 4.39%.
- We have delivered our largest ever programme of home upgrades, including new kitchens, windows, roofs, and bathrooms.
- We built 670 new homes and have now delivered 2,941 of our new homes target of 3,750 (78%) by March 2025.
- Our highest level of capital investment on both new and existing homes.
- We made important strides in improving the energy efficiency of our homes. 77% of our properties are now registered at EPC band C, with 99.7% at band D. We also completed Wave 1 of the Social Housing Decarbonisation Fund and drew down more than £2m of grant funding, providing 161 homes with greater levels of insulation.
- We continue to remain fully compliant on building safety.
- We are now the only Governance 1, Viability 1 (Regulatory gradings) and A1 credit rated organisation (Moody's) in England.
- At the first time of trying, we featured on on the Sunday Times Best Places to Work list following our colleague engagement survey.





Executive Director of Tenancy Services

# Our People





## Our People

We know that our work and the quality of the services we provide are wholly dependent on our people. It's important to us that our colleagues are engaged, motivated and enjoy the work that they do.

We expect a lot from our people and in return, we invest in their development and careers, support their wellbeing and ensure we offer a competitive range of reward and benefits.

We give our people a voice about the issues that matter most to them, listen to what they say and make changes where we can. We have invested in developing leadership and managerial capability, so that our leaders are the best in their field.

Diversity and inclusion is important to us and we are committed to improving diversity at senior levels with actions highlighted in the [gender](#) and [ethnicity](#) pay gap reports.

We have also delivered on our smart working ambitions, ensuring our colleagues are enabled to work and collaborate effectively from wherever they are and whenever they need to.

The way we do business at Midland Heart is underpinned by our three core values:

- **We're People Focused**  
Our motivation is making things better and we hold ourselves and others to the highest standards. We understand our environment and change to stay ahead of the curve.
- **We're Inclusive**  
Our differences are our strength, when we listen to each other and pull together good things happen. Whoever you are, wherever you're from, your contribution matters.
- **We're Professional**  
We act with integrity and take ownership of our actions. We think about how our actions affect others and whether they will make improvements.

***We give our people a voice about the issues that matter most to them, listen to what they say and make changes where we can.***

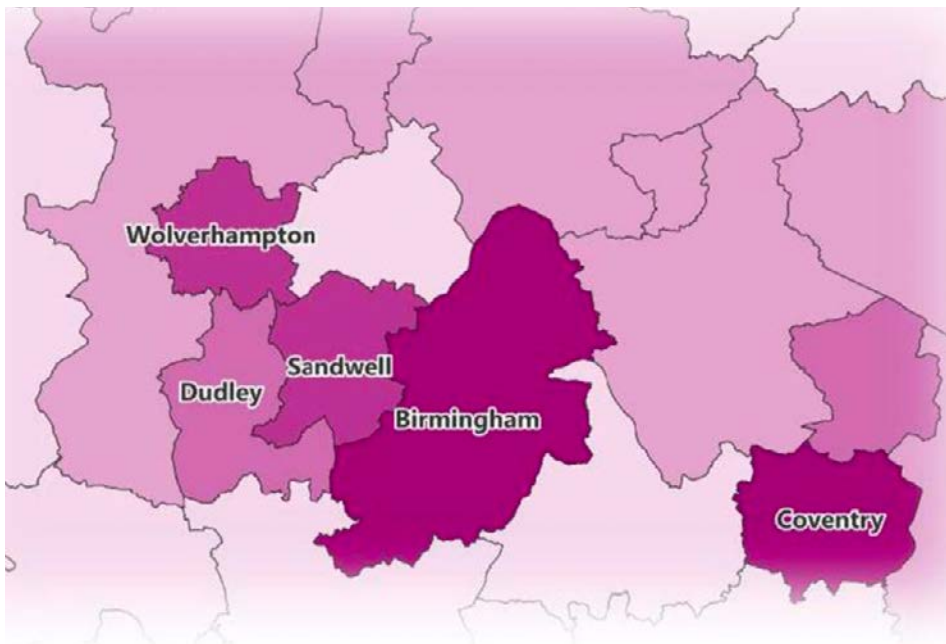
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# Our Homes

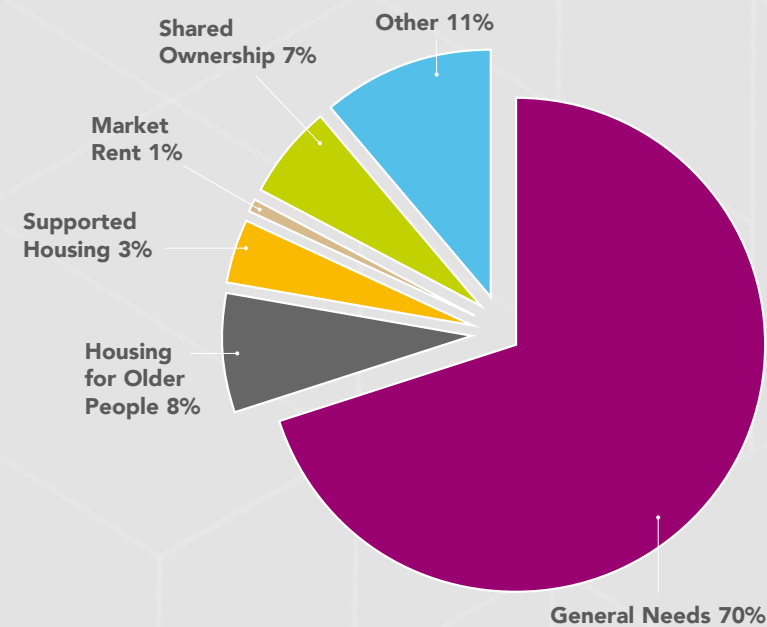
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# Our Homes



- We own and manage c35,000 homes across 51 LAs
- Homes are ageing, 39% of our general needs rented properties are pre-war
- We operate in seven of the most deprived wards in England.



We have a concentrated geography in the Midlands:

Top 5 Local Authorities	Total
Birmingham	37%
Coventry	12%
Wolverhampton	7%
Sandwell	5%
Dudley	4%

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# Our Tenants



# Listening to our Tenants 2023/24

c13,000

Satisfaction Surveys

141

Tenant Estate Inspections

583

Building Safety Surveys

1,477

Tenants told us what matters most to help shape our new Corporate Plan Priorities

1,120

Tenants gave feedback on cost of living impact

79

My Voice Tenant Meetings

11

Local Community Events



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# Tenant Impact - Making A Difference

## New Equality Testing Program

Assurance that services are fair and equitable.

**Accessibility of Aids & Adaptions process improved as a result, supporting those most vulnerable to be able to access the service.**

01

## Audit & Assurance

Substantial assurance obtained through our internal audit of tenant involvement and empowerment, alongside full compliance with our Customer Service Excellence external accreditation, provides us assurance that we are **delivering services in a way that empowers our tenants.**

02

## Low-Cost Homeowners

TSM satisfaction and tenant survey feedback highlighted a lack of engagement and trust from this group.

**We enhanced the ways LCHOs could contact us, created a new team dedicated to defects and launched a new engagement group.**

03

## Rent Setting

Feedback identified that our ethnically diverse tenants are most likely to be struggling with rent and energy bills and to live in areas where we have our oldest, least energy efficient homes.

**This tells us our modernisation plans including energy efficiency will support those struggling most.**

04

## Building Safety

Following **improvements made to communicate more about building safety to our tenants**, this year 90% of tenants told us that they know what their **evacuation procedure** is (up from 76%) and **feel safer** in the event of a fire (83% compared to 76% last year).

05

## Contributing To The Local Neighbourhood

We developed plans to undertake a biodiversity pilot in 3 areas after tenants told us they could often be littered or overgrown.

Tenants, they told us they felt the plans would make them **happier with their local spaces, and prouder of where they live.**

06

Executive Director of Tenancy Services

# The Role







# To shape strategic direction and deliver on an ambitious agenda for our tenants through their homes.

## Working closely with our Chief Executive, Board and Leadership team.

Engaging with tenants on their number one priority, achieving high levels of tenant satisfaction and value for money.

Making a positive and creative contribution to ensure we provide a first-class landlord service centred on tenant need and expectations, and deliver sector leading tenant satisfaction.

- Working alongside Property Services lead the Directorate to develop and deliver a Tenant Services strategy shaped by tenant feedback, which offers choice in how tenants engage

with us and ensures they are kept informed throughout their transactions with us.

- Delivering high quality, best-in-class landlord and housing services, which meet our legal and regulatory requirements.
- Understanding the diverse needs of tenants and using insight to shape our services that deliver sector leading performance.
- Collaborating with colleagues across all teams as well as external organisations and agencies to add greater value in meeting tenant needs and in the neighbourhoods we operate in.

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## The Role

This will be underpinned by having high quality data and data analytics, as well as engaging and motivating our colleagues.

### Reporting to

Chief Executive

### Responsible for

Director of Neighbourhood & Tenancy Services

Director of Customer Experience & Tenant Insight

Director of Income & Leasehold PA to Executive Director of Tenancy Services

### Disclosure level

Standard DBS Reputation Check  
Financial background check

### Key roles and responsibilities

#### Housing Services

- Ensure we provide an excellent service which positions us as a first-class landlord.

- Set a vision and strategy for delivering an excellent tenant experience and ensure our practices and processes deliver high levels of satisfaction.
- Develop our framework for the management of a range of tenures, property types and across a number of LAs.
- Ensure delivery of a high quality, tenure appropriate, housing and neighbourhood management service to all tenants who live in our properties.
- Develop our housing options services, supporting tenants to live independently throughout their tenancies.
- Lead on the delivery of the allocation service, to ensure it delivers balanced and sustainable communities.
- Lead on the development and delivery of our approach to offering sustainable Home Ownership options.
- Be responsible for rent and service charge setting, ensuring we maximise income collection whilst providing advice and support to tenants to sustain their tenancies.



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### Tenant Experience

- Set a vision and strategy for delivering excellent tenant experience and ensure our practices and processes deliver high levels of satisfaction.
- Ensure we provide ease of access for tenants, choice in how they engage with us and that we proactively communicate throughout their transactions with us.
- Ensure our approach to tenant feedback is aimed at understanding diverse tenant needs and resolving issues first time, every time.
- Ensure we have a well-publicised and transparent approach to managing complaints and these are used to learn and improve.
- Set a vision and approach for the business based on the views and needs of tenants and ensuring tenant feedback is used inform and shape our strategy, service standards and policies. Ensuring we have clear processes in place for learning when things don't go to plan and that learning is embedded.

### General

- Lead the development of performance frameworks which provide scrutiny and oversight of tenant satisfaction, performance, productivity, and value for money.
- Lead and motivate the Tenancy Services Directorate to provide a professional and high-quality service to tenants.
- Working collaboratively with other teams and external partners will be necessary e.g. Property Services to ensure our ways of working are consistently tenant centred.
- Develop and deliver on a policy framework and approach that empowers colleagues to achieve the right outcomes for tenants.
- Oversee significant annual budgets that meet our financial plans and deliver value for money.
- Ensure you remain aware of best practice in this area and have appropriate audit and assurance frameworks in place to meet our legal and regulatory requirements.

Continued...

- Undertake any other duties commensurate to the level and nature of the post.
- Working across the business, ensure there are high levels of awareness of legal and regulatory requirements when delivering our services. This will include a focus on Consumer Standards and working with the Independent Housing Ombudsman.

### Education, Qualifications and Training

- Level 6 housing qualification or willing to work towards.
- Relevant professional and/or management qualification to degree level or equivalent experience.
- High level of understanding of social housing issues and broader local and national political operating context.
- Significant success record of delivering excellent customer/tenant services.
- Evidence of continuous professional development.

### Knowledge and Experience

- Proven experience of setting a vision for frontline service delivery, articulating that into strategy and plans; with a record of successful delivery.
- Demonstrable senior level management experience (at Executive level) with a significant success record across a range of operational functions.
- Significant experience of working effectively with Board members, committees, tenants, and stakeholders.
- Experience of developing and managing demanding performance standards, leading to successful achievement of corporate business plans.
- Experience of leading multiple, complex projects.
- Proven experience of developing and sustaining positive relationships across a range of external and internal senior stakeholders including Boards.

- Proven commercial skills in respect of budgetary control.
- A record of identifying and exploiting new opportunities and enabling technologies.
- Proven experience of leading large, complex teams.
- Proven experience of managing change.
- A strong understanding of the relationship between tenancy related services and the condition of the homes they live within.

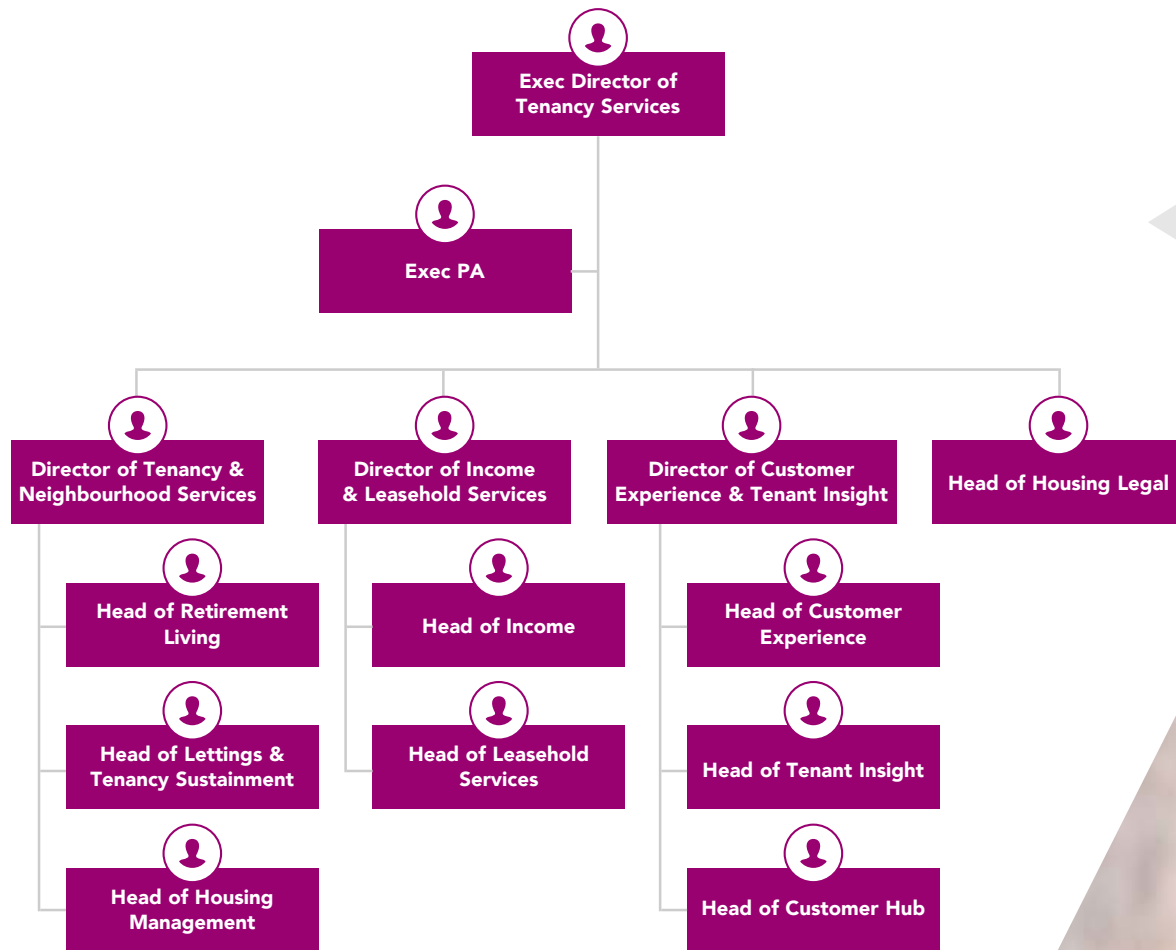
### Skills and Behaviours

- Strong presentational and influencing skills.
- Exceptional ability to lead, inspire, motivate, and develop staff at all levels.
- Possessing the authority, presence, and integrity to command the respect of colleagues and generate the same high standing with external contacts.

- Proven competence in change management.
- Team worker, with an ability to collaborate effectively in decision making and implementation.
- Confident, independent, and effective decision maker.
- High degree of personal drive, capable of delivering results.



# Current Structure



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# Terms & Conditions

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Term	Detail
Annual leave	30 days plus public holidays on joining, increasing to 35 days after five years' service.
Pension	Contractual enrolment into Social Housing Pension Scheme salary sacrifice defined contribution scheme; 4% matched contribution increasing up to 8% matched by Midland Heart.
Medical insurance	Private medical single cover paid fully by Midland Heart. Option to procure family/ dependent cover. Additional health cash plan for routine medical events.
Car allowance	£8,000 per annum paid in lieu of a company car.

### Appointment Process

For a confidential discussion about this role, please contact Simon Wing at Gatenby Sanderson on **020 7426 3976**, or email [simon.wing@gatenbysanderson.com](mailto:simon.wing@gatenbysanderson.com). Alternatively, you can also contact Tim Hills at Gatenby Sanderson on **07393 011130**, or email [tim.hills@gatenbysanderson.com](mailto:tim.hills@gatenbysanderson.com)

Activity	Date	Location
CV and cover letter	By 5pm on 18th October 24	To be submitted via the advert on the Gatenby Sanderson website
First stage assessment	w/c 28th October or 4th November 24	Bath Row, Birmingham, B15 1LZ
Final stage assessments	25th November 24	Bath Row, Birmingham, B15 1LZ



THE SUNDAY TIMES  
**T Best Places  
to Work 2024**

[www.midlandheartgroup.org.uk](http://www.midlandheartgroup.org.uk)

Midland Heart, 20 Bath Row, Birmingham, B15 1LZ

