



**Operations Director**  
Recruitment Information Pack  
May 2018



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## I. Message from Susan French, Chief Executive

Dear Applicant

Firstly, thank you for your expression of interest in this role. This is a great opportunity to join BHA and play a key role in shaping our future. This exciting new role will work closely with me to review and improve the way we work, and to help realise our vision of a great service and a thriving community.

Barnsbury is a unique organisation. Although small (we have 295 homes in and around the lovely Barnsbury neighbourhood of Islington), we are creative and ambitious and determined to punch above our weight. Formed in 1967, we are proud of our history and roots, whilst very much looking to the future. Our values remain at the heart of how we work and we are passionate about making a lasting difference to the people and neighbourhoods we work with.

Last year we took over a 40-home sheltered scheme from another landlord and have a further 11 new homes in development. We have just agreed a new approach to housing key workers and have ambitions to shape an innovative service for older people. We have a long history of investing in community development and see a real opportunity for someone to help review our approach. We are lucky to enjoy excellent and close working relationships with our key contractors and want to build upon these to shape an innovative and integrated maintenance service.

This post is an ideal opportunity for someone with a solid grounding in housing management to step up and play a pivotal role in driving through change, modernising our processes and truly reshaping the way we work. We have a clear and ambitious vision for the future and we want an Operations Director who can support this vision and make a real difference to BHA and our tenants.

If you would like an informal discussion about the role or have any questions please do not hesitate to contact Karen Cooper on 07932 745540 or by email at [kcconsulting@btinternet.com](mailto:kcconsulting@btinternet.com)

Completed applications must be received by **9am on 4<sup>th</sup> June 2018**. **All applications must be submitted c/o KC Consulting at [kcconsulting@btinternet.com](mailto:kcconsulting@btinternet.com)**

We look forward to receiving your application.

Yours sincerely



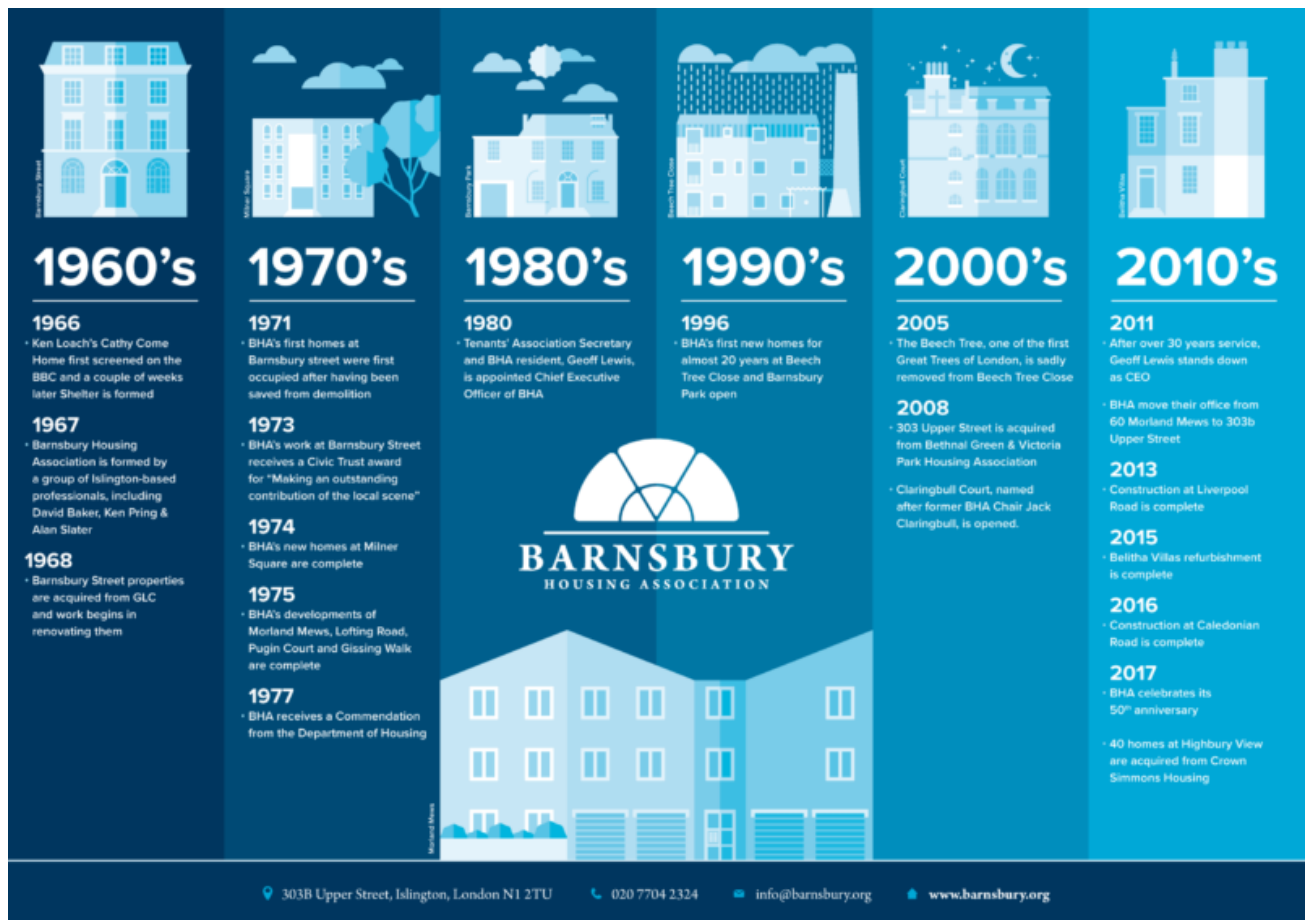
Susan French  
**Chief Executive**

## 2. About BHA

BHA has 295 homes in Islington, North London and has been rooted in the Barnsbury community since 1967. We have recently celebrated our 50<sup>th</sup> anniversary - you can watch a film about our history on our website, [barnsbury.org](http://barnsbury.org).

Our mission is to provide quality affordable rented housing and a quality service. In doing so, we aim to help keep Barnsbury affordable and help our tenants thrive. We aim to:

- be responsive and caring
- know our residents as individuals
- help build self-reliance in our community
- be open (to new ideas, improvement) and accessible
- be nimble and creative, willing to try new things
- be a connected and effective partner
- aim high and punch above our weight.



The infographic is a vertical timeline on a blue background, divided into six columns representing decades: 1960's, 1970's, 1980's, 1990's, 2000's, and 2010's. Each column features an illustration of a building and a list of key events. The Barnsbury Housing Association logo is centered in the 1990's column. At the bottom, contact information is provided.

Decade	Year	Event
1960's	1966	Ken Loach's Cathy Come Home first screened on the BBC and a couple of weeks later Shelter is formed
	1967	Barnsbury Housing Association is formed by a group of Islington-based professionals, including David Baker, Ken Pring & Alan Slater
	1968	Barnsbury Street properties are acquired from GLC and work begins in renovating them
1970's	1971	BHA's first homes at Barnsbury street were first occupied after having been saved from demolition
	1973	BHA's work at Barnsbury Street receives a Civic Trust award for "Making an outstanding contribution of the local scene"
	1974	BHA's new homes at Milner Square are complete
	1975	BHA's developments of Morland Mews, Lofting Road, Pugin Court and Gissing Walk are complete
1970's	1977	BHA receives a Commendation from the Department of Housing
	1980	Tenants' Association Secretary and BHA resident, Geoff Lewis, is appointed Chief Executive Officer of BHA
1990's	1996	BHA's first new homes for almost 20 years at Beech Tree Close and Barnsbury Park open
2000's	2005	The Beech Tree, one of the first Great Trees of London, is sadly removed from Beech Tree Close
	2008	303 Upper Street is acquired from Bethnal Green & Victoria Park Housing Association
		Claringbull Court, named after former BHA Chair Jack Claringbull, is opened.
2010's	2011	After over 30 years service, Geoff Lewis stands down as CEO
		BHA move their office from 60 Morland Mews to 303b Upper Street
	2013	Construction at Liverpool Road is complete
	2015	Belitha Villas refurbishment is complete
	2016	Construction at Caledonian Road is complete
	2017	BHA celebrates its 50 <sup>th</sup> anniversary 40 homes at Highbury View are acquired from Crown Simmons Housing

303B Upper Street, Islington, London N1 2TU | 020 7704 2324 | [info@barnsbury.org](mailto:info@barnsbury.org) | [www.barnsbury.org](http://www.barnsbury.org)

## Our Office

We have recently moved to a lovely new office on Cloudesley Street, Islington, a short walk from Angel Underground station and close to both Kings Cross and all the shops, restaurants and amenities of trendy Islington.

### 3. Vision and Values

#### Our Mission and Vision

We provide quality affordable rented housing and a quality service, and so help keep Barnsbury affordable and the community thriving

#### Our Core Values

Responsive and caring

Know our residents as individuals

Build self-reliance in our community

Open and accessible

Creative and experimental

A connected and effective partner

Punch above our weight

#### Our Strategic Goals

Growth

A modern and effective place to work

Great places to live

More than just a landlord

Great service

#### Our Service Vision

A neighbourhood-based service, delivered seamlessly through a skilled core staff team and our key contractors

We are responsive and accessible

We know our tenants

We provide great places to live

We help our tenants thrive

We are high performing and cost-effective

#### To deliver this, we need to:

Have a visible and responsive 'front line' (caretakers, customer service, housing, repairs)

Be clear about what we do and don't do

Communicate effectively with residents, in ways that they want

Improve our online offer, with more service channels

Understand our customers, as a group and as individuals, now and as their needs change

Use feedback to improve how we work

Balance the needs of existing residents with our wider objective of providing more housing

Deliver an effective, responsive repairs service

Make sure all of our homes are a good standard

Set high standards of estate management and keep them

Improve the environmental performance of our homes

Offer support where it is needed and encourage self-reliance where it isn't

Be 'firm but fair' tenancy managers

Better joint working with the TAs and other organisations

Offer community activities that tenants need and value

Set clear performance standards and aim for top quartile performance

Modernise, using new technology to help us work smarter

Use data to improve how we work

Buy in services which can be done cheaper and better by others

Improve our skills by learning from elsewhere

## 4. Job Description

<b>ROLE TITLE</b>	<b>Operations Director</b>
<b>DEPARTMENT</b>	Operations - Tenancy and Asset Management
<b>RESPONSIBLE TO</b>	Chief Executive
<b>RESPONSIBLE FOR</b>	Housing Manager, Property Manager, Housing Officer, Estate Services Officer and Administrator
<b>ROLE PURPOSE</b>	<p>The Operations Director is responsible for:</p> <ul style="list-style-type: none"> <li>▪ Leading our key landlord functions and helping shape and deliver a modern, proactive and customer focused housing management and maintenance service</li> <li>▪ Helping create homes and estates our tenants are proud of</li> <li>▪ Ensuring that the way we work is efficient and effective and meets the changing needs and aspirations of tenants</li> <li>▪ Ensuring that our homes and service are fully compliant with statutory requirements</li> <li>▪ Putting tenants at the heart of our service and ensuring we listen to the 'tenant voice'</li> <li>▪ Contributing to the overall leadership of the organisation, helping develop policies which translate our vision and values into reality</li> <li>▪ Deputising for the Chief Executive</li> </ul>

### ACCOUNTABILITIES

#### Board and Governance

1. Maintain effective working relationships with the Board, Committees and their Chairs.
2. Service the Board and Committees with accurate and timely information and reports.

#### Service Delivery

3. Ensure there is a clear strategy for delivering a proactive and supportive tenancy management service, with a clear emphasis on sustaining tenancies.
4. Maintain effective performance monitoring systems which measure progress and quickly detect problems that might threaten the Association or its plans. Monitor and report on key performance indicators covering all business operations.
5. Maintain effective budgetary controls and contribute to the risk management framework for the organisation, enabling risks to be assessed and controlled.
6. Ensure that the overall framework of standards, policies, procedures and specifications covering all areas of service delivery are maintained and regularly reviewed.

7. Assist the CEO to ensure that there are appropriate mechanisms for making BHA responsive to its tenants, other customers and partners.
8. Ensure that BHA services meet the tenants' expectations, with a focus on high quality services that represent value for money.
9. Define and deliver strategies in relation to responsive repairs, cyclical and programmed works, major repairs and active asset management.
10. Ensure that income is maximised through effective arrears management and void management.

### **Staffing**

11. Provide excellent leadership by supporting, managing, motivating and developing the team to deliver and perform to a high standard.
12. Plan the aims, objectives and priorities of the team and communicate/delegate these effectively, providing clear guidance, instruction, advice or coaching for team members.
13. Set high personal standards so that managers and staff alike are motivated to perform effectively and tackle any performance issues robustly.
14. Act as the Deputy Chief Executive as required.

### **Growth, Development and VFM**

15. Support the CEO to deliver the modernisation agenda and identify opportunities for growth.
16. Ensure excellent working relationships with all external bodies are developed and maintained. Represent BHA in a formal capacity as required by the Chief Executive and ensure that BHA is seen as an effective and connected local partner.
17. Identify opportunities for joint working with other housing associations or providers which can improve value for money, increase effectiveness and improve service.

### **General**

18. To comply with the BHA's code of conduct and professional standards by behaving in a professional manner at all times.
19. To ensure that all statutory and regulatory requirements are followed, including H&S, in order to protect customers, employees and the business interests of the organisation.
20. To respond to partners and customers effectively and efficiently, in line with BHA's customer care standards.
21. To contribute to the general management, direction and organisation of Barnsbury HA, sharing good ideas and better ways of working.
22. To ensure that the Association's equality and diversity policy is fully implemented within all aspects of work and ensuring that all tenants are treated equally and fairly.

23. To take responsibility for your training and development in order to enhance knowledge and skills relevant to the post.

24. To comply with all Barnsbury HA policies and procedures.

*No role profile can cover every issue which may arise within the post at various times and the post holder is expected to carry out other duties from time to time which are broadly consistent with those described.*



## 4a. Person Specification

### KNOWLEDGE/SKILLS/EXPERIENCE

*The tools needed to do the role*

- ◆ Degree level education, relevant professional qualification or equivalent through relevant training and experience.
- ◆ Experience of operating at management level within a housing association, preferably with the experience of delivering both asset and housing management functions.
- ◆ Experience of having successfully managed budgets
- ◆ Demonstrate an understanding of and promote modern methods of working including a commitment to quality, continuous improvement, partnerships, procurement and the use of IT.
- ◆ A track record of building, leading, motivating and inspiring multi-disciplinary teams committed to the vision and values of the organisation in a high pressured environment.
- ◆ Evidence of a participative approach, involving tenants to support service improvement.
- ◆ Understanding of sheltered housing or working with older people
- ◆ Experience of responding positively within an environment of change and demonstrable ability to initiate change and service improvements.
- ◆ Knowledge of current issues in social housing sector and the regulatory and legal framework as applied to BHA, including housing and operational regulations.
- ◆ Able to translate policy and law into practice.
- ◆ Customer focused.
- ◆ Demonstrate a knowledge of corporate and operational risk and its mitigation as it applies to BHA.
- ◆ Demonstrate an understanding, and show a sensitive approach to diversity, to all people within and external to BHA.
- ◆ Excellent communication skills, with the ability to communicate in a clear, open and honest way
- ◆ Ability to build effective relationships internally and externally
- ◆ Evidence a commitment to equality.
- ◆ Flexible approach to working
- ◆ Good IT knowledge and skills
- ◆ Able to plan, organise and manage own workload

## 5. Terms and Conditions of Employment

<b>Salary:</b>	circa £45-50k
<b>Pension:</b>	BHA operates a pension scheme which employees are eligible to join after successful completion of the probationary period. BHA contributes between 5 and 8% of salary depending on length of service and employee contribution.
<b>Holiday entitlement:</b>	25 days plus bank holidays
<b>Working hours:</b>	35 hours per week. We will consider flexible working.
<b>Location:</b>	London, NI
<b>Probationary period:</b>	Six months
<b>Notice period:</b>	2 months



## 6. Job Advert

### Operations Director

Circa £45-50k plus benefits

London, NI

**Are you passionate about making a difference?  
Are you good at seeing the big picture as well as enjoying being at the  
heart of operational services?**

BHA is a small neighbourhood housing association based in Islington. We are looking for an Operations Director who wants to make a real difference to both our services and tenants; a unique person who is able to share our values, be ambitious for BHA, drive up performance and meet the challenges of the current operating environment.

This post offers a highly attractive and unique opportunity to work with the Board and Chief Executive to review how services are delivered and implement new initiatives to meet the needs of our tenants, including leading the digitalisation agenda and helping shape services for older tenants. BHA is also ambitious for growth and this role would play a key part in supporting this agenda. We believe we punch above our weight and we want an Operations Director who can do the same!

Director-level experience is not essential but a strong knowledge of social housing and the desire to make a real difference is. The successful candidate will be a strong relationship builder, able to lead and motivate a team and have excellent communication skills.

To download the recruitment pack please visit: <http://barnsbury.org/about/vacancies/>

If you would like an informal discussion about the role or have any questions please do not hesitate to contact Karen Cooper either by mobile: 07932 745540 or by email: [kcconsulting@btinternet.com](mailto:kcconsulting@btinternet.com)

**CLOSING DATE: 9am Monday 4<sup>th</sup> June 2018.**

*All applications must be submitted to Karen Cooper, KC Consulting  
at [kcconsulting@btinternet.com](mailto:kcconsulting@btinternet.com)*

## 7. How to Apply

Only formal applications using the prescribed form will be accepted.

Please submit your CV **and** a supporting statement, ensuring that you provide information in respect of all of the following key areas:

### **CV:**

1. Contact details
2. Qualifications/Education
3. Employment history
4. Two referees – one of whom should be your current/most recent employer

### **Supporting Statement:**

5. Experience / knowledge / skills – and how you meet the person specification
6. Why you are interested in the role

CVs alone will not be accepted.

We ask that applications are in minimum font size 12 and **no more than 7** pages in total.

All applications must be submitted by email to Karen Cooper at [kcconsulting@btinternet.com](mailto:kcconsulting@btinternet.com)

Completed applications must be received by **9am 4<sup>th</sup> June 2018**

## **8. The Selection Process**

### **A. Job advert – Week commencing 14<sup>th</sup> May 2018**

Deadline for submission including time for informal discussion/query resolution

### **B. Deadline for application submission – 4<sup>th</sup> June 2018**

Applications must be received by 9am on the 4<sup>th</sup> June 2018

### **C. Long List**

KC Consulting will draw up a long list for BHA; this may include telephone interviews

### **D. First interview – 15<sup>th</sup> June 2018 (provisional date)**

This interview will be with the Chief Executive, Susan French and Karen Cooper of KC Consulting

### **E. Final Interview – 28/29<sup>th</sup> June 2018 (provisional dates)**

Short list candidates will be invited to a half day formal process involving:

- Exercise
- Board Panel Interview (this will include a pre-prepared presentation)

### **F. Final selection**

The Board panel will make a final decision informed by the application form, interviews and exercise. If undecided following the formal interview, the panel may invite one or more candidates back for a further interview.

## 9. BHA Structure Chart

