



Operations Director Recruitment Pack

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About EPIC

Who are we?

EPIC is a registered charity which provides good quality housing for people on low incomes. We are located in the Bentilee area of Stoke-on-Trent and we own over 1183 properties both within the Bentilee area and further into North Staffordshire and Staffordshire Moorlands. Our annual turnover in 2017-18 was £3.97 million; with a projected average turnover of £4.87 million over the 2018-22 Business Planning period. The Board have approved the 4 year Business Plan which includes a growth strategy of acquiring 188 properties over the Business Planning period. The growth strategy involves a range of housing options, including Rent to Buy, Affordable Rent and a new-build development. Taken as a whole, the growth programme helps to deliver our vision of extending the range of good quality housing choices available for people on below average incomes. Our programme will be funded through a mix of surpluses generated from our operational activity and loan finance. The growth programme is in excess of £40 million, comprising of £23 million investment funded from our generated surpluses; a £14 million loan facility plus an additional £10.5 million of grant funding from Homes England and Local Authorities.

Vision

To extend the range of good quality housing choices available for people on below average incomes.

Mission

To deliver an intelligent housing service which creates value for the household and the wider community.

Key Objectives

1. Growth and diversification of our housing offer
2. Improving efficiency and achieving value for money
3. Delivering high quality homes and services
4. Excellence in governance and future viability

Strategy

Our current strategy is to grow our stock portfolio, modernise our services, minimise operational costs and to improve asset management.

Our aims include:

- Growing the dwellings in ownership from 1,100 in 2017 to over 1,300 in 2022.
- To work with the Local Council and adjacent Councils to help meet housing needs, bring empty housing back into use and raise the quality of existing housing.
- To make the best use of available ICT to deliver a better quality of service at a lower cost.
- To extend the range of housing options available by working with Homes England to create new Rent to Buy housing.
- To work with local employers and organisations to help safeguard the economic future of the area.

- To help create sustainable tenancies and successful places to live.

Organisational Values

EPIC is committed to the following Organisational Values:

Value	Behaviour
<i>Fairness</i>	<ul style="list-style-type: none"> • Treating people equally • Making decisions on the facts not personal opinions
<i>Respect</i>	<ul style="list-style-type: none"> • Courtesy • Punctuality
<i>Understanding</i>	<ul style="list-style-type: none"> • Seeing things from the point of view of others • Getting to the heart of issues • Being approachable
<i>Integrity</i>	<ul style="list-style-type: none"> • Being honest with others • Being dependable • Keeping promises
<i>Teamwork</i>	<ul style="list-style-type: none"> • Working with colleagues and customers to ensure a better service • Using our strengths within the team to help achieve success
<i>Excellence</i>	<ul style="list-style-type: none"> • Striving to improve services • Taking pride in what we do • Helping others • Being accurate in what we do and say

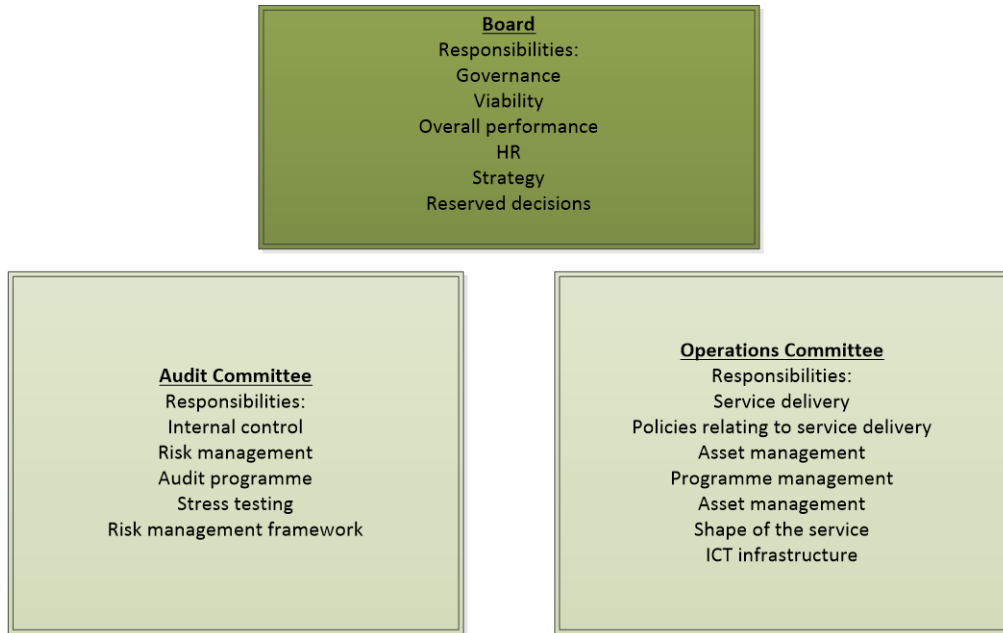
Governance Principles

The Chair and all Board Members are expected to uphold the "Seven Principles of Public Life" taken from the Committee on Standards in Public Life, 1995 (Nolan Committee), these are:

Principle	Behaviour
<i>Selflessness</i>	Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
<i>Integrity</i>	Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
<i>Objectivity</i>	In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
<i>Accountability</i>	Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
<i>Openness</i>	Holders of public offices should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
<i>Honesty</i>	Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
<i>Leadership</i>	Holders of public office should promote and support these principles by leadership and example.

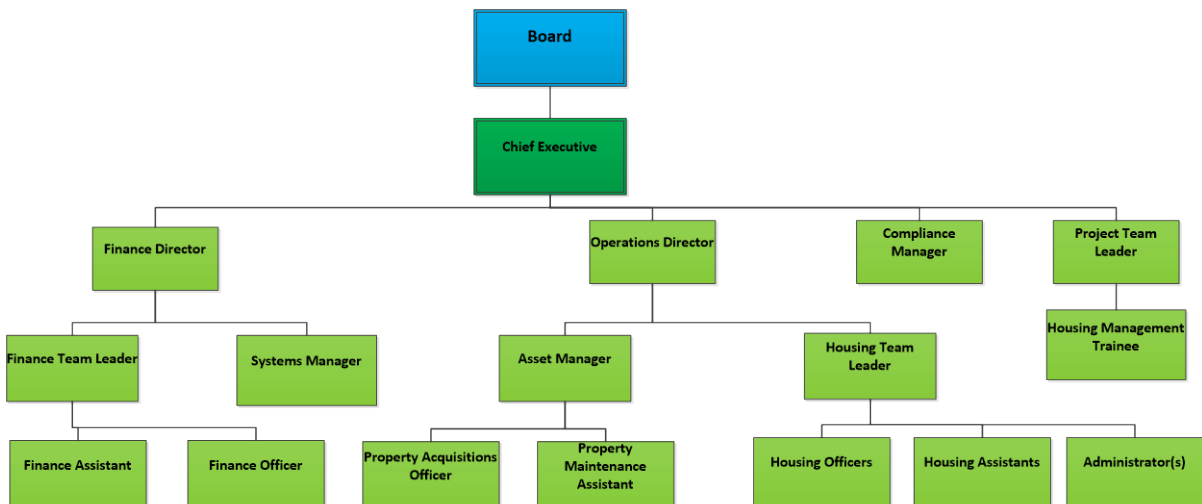
Organisational Structure

Governance Structure:



The Board is usually made up of 9 Board Members, including one tenant member, one local authority member and the remainder are independent members. In addition, the Board can co-opt up to another 5 Board Members.

Staffing Structure:



Job Description

Job Title:	Operations Director
Department:	Operations
Reports To:	Chief Executive
Responsible For:	All staff within the Operations Department with line management of the Asset Manager and Housing Team Leader.
Job Purpose:	<ul style="list-style-type: none"> • To ensure that the Operations Department provides existing and potential customers with excellent service. • To ensure that the Operations Department has a strategy, policy and procedural environment designed to fulfil Business Plan objectives and performance standards. • To develop the strategic direction of the organisation's growth programme with responsibility for sourcing grant funding, managing relationships with key stakeholders and performance management. • To ensure that the Operations Department achieves its goals and complies with all legal and regulatory requirements. • To ensure that our services maximise the advantages offered by information and communication technologies. • To manage EPIC's community relationships. • To identify our future markets and customer segments for our existing and new product offerings. • To participate in the overall management of EPIC.

Key Performance Areas:

1. The achievement of the Operations Department strategic and operational targets.
2. The development and implementation of strategies and action plans relating to our housing assets and market position.
3. Implementation of a digital by default approach to data related services.
4. Achievement of our growth strategy.
5. The provision of an excellent service for customers.
6. Ensuring that we maintain and improve our market position.
7. Safeguarding the reputation and profile of Epic within the communities in which it operates.

Role Specific Responsibilities:

1. To ensure that the Department has strategies and policies in place which are fit for purpose.
2. To implement strategies and policies and ensure that operational performance achieves its goals.
3. To regularly review our market position and develop marketing strategies, customer segmentation and mitigation measures as necessary to ensure we have sufficient applicants for our property pipeline.
4. To maximise the collection of rental income in accordance with key performance targets and develop appropriate mitigation strategies to manage factors that could undermine income collection.
5. To ensure our stock is safe, well maintained and viable.
6. To develop and direct implementation of our tenancy management strategy.
7. To develop our future growth programme in terms of product mix, funding requirements and geography in line with the business planning cycle.
8. To bid for resources to deliver organisational objectives as approved by the company's Board.
9. To ensure we have a digital by default approach to service delivery, alongside appropriate personally based services and support as necessary.
10. To advise the Management Team, Board and Committees as appropriate.
11. To ensure appropriate opportunities exist for customer involvement in the delivery, review and development of our services.

General Managerial Duties

1. To set, achieve, review and report on standards of performance for all key services areas of the Team.
2. To ensure that the Team has in place appropriate plans, policies, procedures and monitoring and review arrangements.
3. To ensure that all staff within the Team are aware of their responsibilities, focused upon achieving their targets and are able to feedback on issues.
4. To ensure that regular appraisals are undertaken of all staff within the Team and that appropriate training and development activities are scheduled.
5. To ensure that the activities of staff within the Team are properly co-ordinated and communicated.
6. To tackle issues of poor performance and non-compliance in the most effective and appropriate ways.
7. To develop a culture of high performance and ensure that all staff act out the values of the organisation.
8. To ensure that the service is delivered within appropriate budgets and quickly identify and resolve any possible budgetary problems.
9. To ensure that all staff follow the policies and procedures of the organisation.
10. To investigate, report on and advise on complaints within your department.
11. To ensure that the Board, Committees and Management Team have the information they need from the Team to be able to control the affairs of the company.
12. To prepare an annual performance plan, including Value for Money reviews for the services that you manage to contribute to corporate strategies and performance plans.
13. To manage the risks associated with the services delivered by your Team and to contribute to the management of the overall risk environment for EPIC.

14. To ensure that all relevant policies and procedures are regularly reviewed and updated.
15. To manage the delivery of specific projects as agreed by the Management Team.
16. To ensure that all services provided by the Team comply with all relevant legal and regulatory requirements.
17. To participate, as appropriate and required, in the overall management of the business.
18. To develop and maintain positive stakeholder relations with our regulator, and local statutory, voluntary and community organisations in accordance with EPIC's strategic objectives.

General Responsibilities:

1. To make proper use of the Company's ICT systems.
2. To maintain appropriate confidentiality.
3. To follow Company Policies and Procedures and any appropriate legal requirements.
4. To work in a safe manner.
5. To take an active part in regular team meetings, away days and teambuilding activities and be involved in the general development of services. This may include, for example, taking on special responsibilities within the organisation.
6. To cover for absent staff.
7. To work accurately and notify appropriate senior staff of any concerns at the earliest possible opportunity using proper procedures.
8. To observe our Code of Conduct and behave in accordance with our Values.

Performance Targets:

At the beginning of each year you will agree a range of performance targets and standards and personal development goals with your supervisor and these will be monitored and reviewed throughout the year.

Flexibility Clause:

We are a small organisation and staff may be required to undertake different forms of work outside their normal range of duties. In any such cases appropriate training will be provided.

Variation Clause:

This is a description of the job as it is constituted on the date shown. It is the practice of this organisation to periodically examine job descriptions, update them and ensure that they relate to the job performed or to incorporate any proposed changes. This procedure will be conducted by the appropriate manager in consultation with the post holder.

In these circumstances it will be the aim to reach agreement on reasonable changes, but if agreement is not possible the Company reserves the right to make changes to your job description following consultation.

Specific Knowledge and Skills for the Post:

- How to develop, implement and monitor strategies.
- Project management disciplines and methodology.
- Knowledge of local housing markets, potential competitors and factors that influence and impact on demand for housing products and services.
- A sound underlying knowledge of the legal and regulatory context in which social housing operates.
- Knowledge of how to develop successful funding bids particularly in relation to grant funding to facilitate future growth.
- An understanding of how to harness new technologies to drive forward new ways of working, reducing inefficiency and empowering staff and customers to derive maximum benefit from technological advances.
- Ability to develop new ideas and concepts whilst applying the disciplines of service design to ensure services are delivered in a customer orientated way.
- Detailed knowledge of our housing management system in order to gain maximum efficiency and automate routine tasks.
- Understanding of customer segmentation, housing pathways and human decision making in order to design our products and services appropriately.

- EPIC's Values:
 - Fairness
 - Respect
 - Understanding
 - Integrity
 - Teamwork
 - Excellence

Person Specification

Attributes	Essential Criteria	Desirable Criteria
Qualifications	<ul style="list-style-type: none"> • Relevant professional qualification or educated to Degree level in a relevant area. • Management qualifications 	<ul style="list-style-type: none"> • CIH level 4. • MBA.
Knowledge	<ul style="list-style-type: none"> • Regulatory and legal dimensions involved in social housing. • Theories, techniques and practices of operational management. • Construction technologies and asset management. • The development of policies and translation into processes. • Actors and networks involved in housing provision. 	<ul style="list-style-type: none"> • Awareness, knowledge and understanding of the Health and Safety Regulations. • Awareness, knowledge and understanding of the General Data Protection Regulation 2018. • Knowledge of compliance, monitoring and regulatory systems. • Awareness and knowledge of housing construction and maintenance.
Experience	<ul style="list-style-type: none"> • At least five years experience of working in a managerial role in social housing. • Experience of preparing and delivering reports at Board or Committee level. • Experience of dealing with different groups and resolving conflicts using a range of techniques. • Using ICT to translate data into information which can be used to effect strategic change. • Managing budgets and delivering VFM. 	<ul style="list-style-type: none"> • Project management of major change and growth projects. • Input into design and commissioning of ICT systems.

Attributes	Essential Criteria	Desirable Criteria
Skills and Abilities	<ul style="list-style-type: none"> • Providing excellent leadership and management. • Excellent analytical abilities. • Introducing and managing change. • Excellent written and presentational skills. • Able to work flexibly. • A high level of personal drive. • Total integrity and taking ownership of issues. • Able to inspire and enthuse others. • Passionate about the ethical delivery of services. 	
Personal Qualities	<ul style="list-style-type: none"> • Ability to work flexibly as the needs of the business demand. • Willingness to undertake further study relevant to the role. 	<ul style="list-style-type: none"> • Clean driving licence and use of an appropriate vehicle with insurance for business purposes.
Equality	<ul style="list-style-type: none"> • Commitment to the principles of equal opportunities and an ability to challenge and improve practices. 	
Customer Care	<ul style="list-style-type: none"> • A passion for quality and ability to see things from the customer's point of view. 	

Selection process

1. Closing date: 22nd March 2019.

Please complete and return your CV along with a supporting statement to, Len Gibbs, Chief Executive on 01782 252575 or at recruitment@epichousing.co.uk alternatively, you may contact him for an informal discussion about the role first.

2. Interviews to be held in April and May 2019