

EXECUTIVE DIRECTOR
OF CUSTOMER
EXPERIENCE
- REPAIRS
FORHOUSING



**Positively impacting
the lives of our social
housing tenants**

ForHousing 

March 2024

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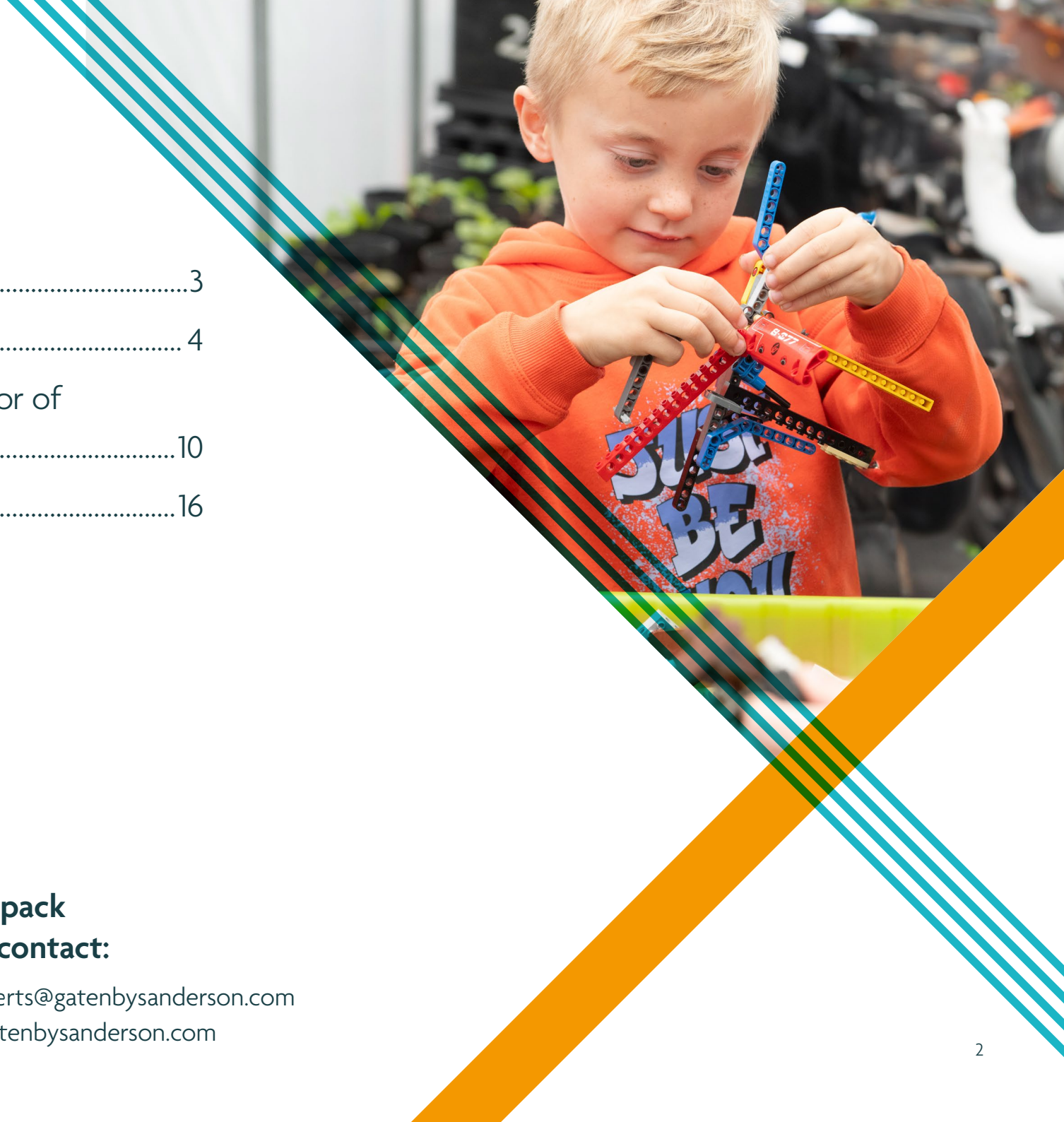
Polski

If you need this information in an
alternative language please call

☎ 0161 605 7260

**If you would like to receive this pack
in an alternative format, please contact:**

Nick Roberts on 07393 013 697 | nick.roberts@gatenbysanderson.com
or **Tim Hills** on 07393 011130 | tim.hills@gatenbysanderson.com



WELCOME TO FORHOUSING

ForHousing aims to be a trusted, high performing social housing provider with tenants at the heart of all we do. We are passionate about creating safe, well maintained homes and customer focused, efficient, equitable services - as well as a great place to work for colleagues.

We are recruiting for an Executive Director of Customer Experience - Repairs to transform our repairs service, drive improvements in tenant satisfaction and support us to fulfil our purpose – to positively impact the lives of our social housing tenants.

With over three quarters of ForHousing's customer demand being centred around our repairs and maintenance service, this area is the strongest driver of satisfaction and also the largest source of complaints within ForHousing. We are committed to developing and improving this service and have our Board's support to strengthen our leadership expertise in this area.

The newly created role of Executive Director of Customer Experience - Repairs will work alongside our Executive Director of Homes Investment and our Executive Director of Customer day to day as well as be a key member of our Executive Management Team.

We pride ourselves on offering colleagues a place to thrive and are on the journey to create an inclusive working environment. This starts with our leadership team, and we particularly welcome applications from those who are currently under-represented at a senior level in our sector, including women, people from ethnic minorities in the UK, LGBT+ people, disabled people and people with personal experience of living in social housing.

This is part of broader activities to make our workforce more representative of the communities we serve, and to ensure that ForHousing benefits from the expertise and innovation that diversity in its broadest sense brings.

We hope this candidate information pack provides you with a good overview of ForHousing and this exciting new role. We look forward to receiving your application.

Mike

Mike Parkin

Chief Executive Officer

Jenny

Jenny Neville

Deputy Chief Executive Officer



FORHOUSING WHO WE ARE

ForHousing is a trusted, high performing social housing provider, with tenants at the heart of all we do. We want to be known for affordable, quality, well maintained homes where tenants feel safe and secure.

We have high ambitions for tenant satisfaction through excellent services that are easy to access and fast, with our resources very focused on delivering efficient, equitable local services that matter to tenants.

We have a tenant focused, agile culture, and our colleagues matter.

We started way back in 2008 when Salford City Council transferred 14,500 homes to us and we became City West Housing Trust.

ForViva launched in 2015. Made up of City West Housing Trust, Villages Housing and ForWorks, we focused on improving lives across the North West, with social housing in Salford, Oldham and Knowsley.

In 2016, we continued to grow and we launched ForLiving, offering high-quality homes for private rent, shared ownership, and outright sale. During the same year, we developed new homes on the Fylde Coast and Liberty property management services joined the Group.

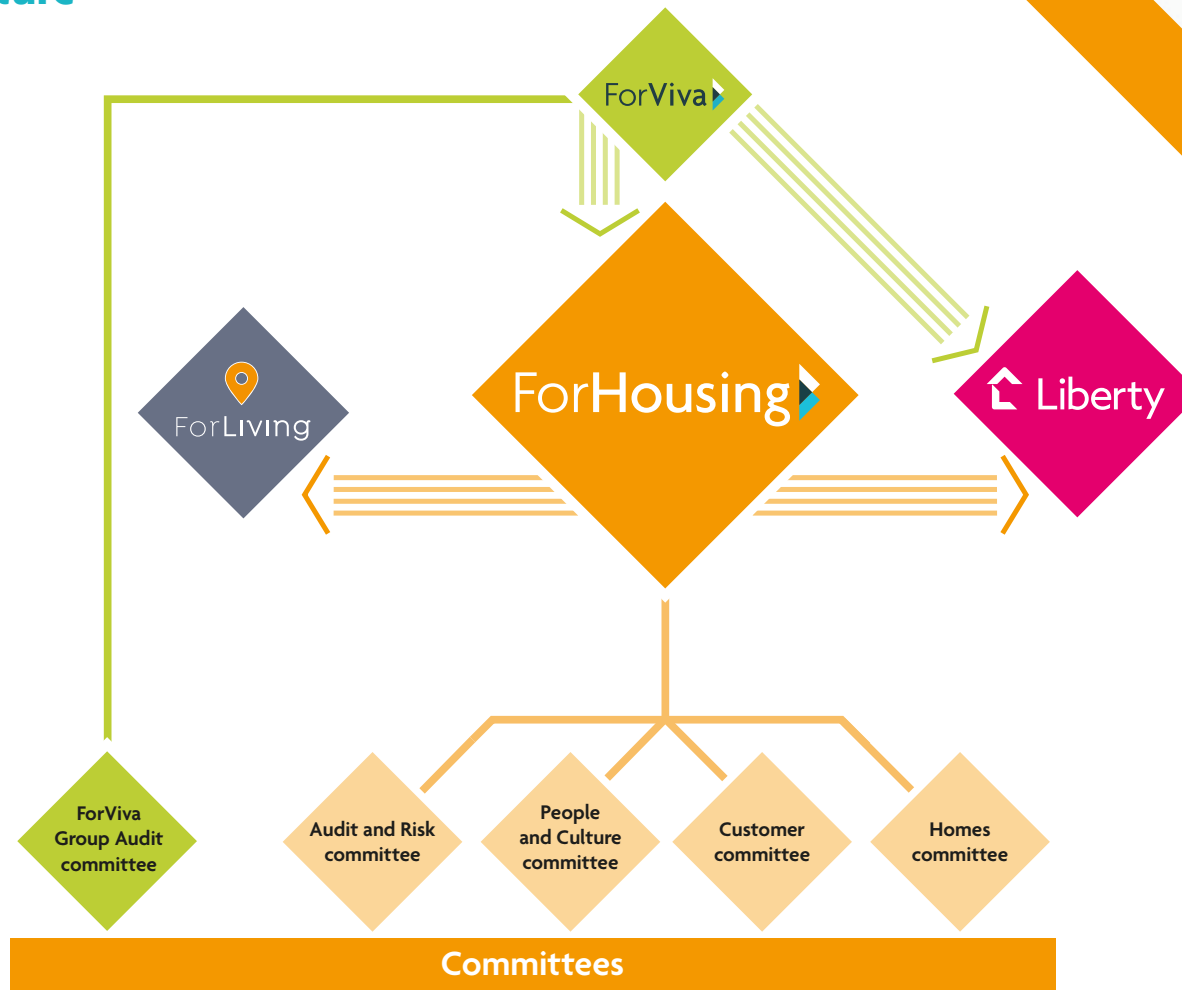
In 2017 we were awarded a 10-year contract managing over 5,500 homes on behalf of Cheshire West and Chester Council (CW&C) in Ellesmere Port and Neston. In addition, we now run homelessness and home improvement agency contracts for CW&C.

Simplifying the structure in 2019, we brought City West and Villages under one landlord. **ForHousing.**



FORHOUSING WHO WE ARE

Our structure



FORHOUSING

OUR STRATEGIC FOCUS



FORHOUSING CUSTOMER STRATEGY: DELIVERING CUSTOMER FOCUSED AND EQUITABLE SERVICES



This outcome will be delivered through the Customer Strategy which encompasses;

- A culture that places the tenant at the centre of everything we do;
- Listening and acting upon the tenant voice; and
- Improving customer experience through better use of resources, systems and processes.

Performance measures:

- 1 Tenant satisfaction**

- 2 Satisfaction that the landlord listens to tenant views and acts upon them**

EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different people are identified and addressed as part of reaching our strategic measures.

FORHOUSING HOMES STRATEGY: PROVIDING SAFE, WELL MAINTAINED, SUSTAINABLE AND AFFORDABLE HOMES



This outcome will be delivered through the Homes Strategy which encompasses:

- The development of new high quality, energy efficient homes that meet current and future housing need;
- Implementing green initiatives that reduce carbon emissions associated with homes and reduce tenants' energy costs;
- The delivery of effective compliance activities that ensure tenants are safe within their homes;
- Operating effective asset management and investment activities that ensure homes are well maintained, good quality and fit for the future; and
- Delivering excellent customer focused repairs and maintenance services.

Performance measures:

3

New homes built

5

Tenants are satisfied that their home is well maintained

4

Tenants are satisfied that their home is safe

6

Existing homes meet EPC Band C

EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different people are identified and addressed as part of reaching our strategic measures.



FORHOUSING RESOURCES STRATEGY:

MAKING THE MOST OF OUR RESOURCES



This outcome will be delivered through the Resources Strategy which encompasses:

- Effective people and organisational development including investment in recruitment, training, retention and engagement to optimise talent, productivity and a high performing customer focused culture;
- Implementing new, and maximising existing technology solutions to increase productivity, drive efficiency, and improve our data quality and governance processes;
- Strong financial management, setting robust budgets and business plans which support the delivery of high-quality homes and services, demonstrate on-going viability, whilst also evidencing continued value for money through effective cost control and procurement.

Performance measures:

7 Best Companies overall score

9 Operating margin

8 Balance the cost of back office as a percentage of front line services

EDI analysis will be conducted against all measures to ensure that any disparities in experience or quality of service for different people are identified and addressed as part of reaching our strategic measures.

EXECUTIVE DIRECTOR OF CUSTOMER EXPERIENCE - REPAIRS **JOB DESCRIPTION**

REPORTING TO: Deputy Chief Executive Officer (DCEO)

TEAM: Repairs (Homes)

PURPOSE:

Deliver the promises made in the ForHousing Strategy for the Repairs Service – provide safe, well-maintained homes and deliver customer focused and equitable services.

To lead the teams within the Repairs Directorate and have accountability for the repairs element of the Homes Strategy and its strategic outcome to provide safe, well maintained, sustainable and affordable homes and ensure that operational performance and customer satisfaction and perceptions of the service are high.

As a member of the Executive Management Team (EMT) the postholder has direct responsibility for the management of risk in the designated portfolio areas.

ABOUT THE ROLE:

As an Executive Director of Customer Experience - Repairs, you will:

- Manage and develop the repairs service to enable the delivery of right first time, every time, for every customer
- Transform the repairs service by owning all aspects of customer focused service delivery within ForHousing relating to our repairs service
- Use a combination of data with customer experience to listen to and understand what our customers really want from the repairs service and then use this as a basis for improvement
- Make it easy for customers to share feedback. Build strong relationships with customers and ensure we capture and design the repairs service based on an accurate and meaningful understanding of customer need



- Own performance, acting early on any areas which need focus, use predicted demand and emerging trends to tailor resources and implement actions to deliver a consistent, high quality service
- Work collaboratively with the Complaints and Insight Teams to resolve and learn from repair complaints, and use complaints as an opportunity to listen, learn and improve our services
- Lead, motivate and develop the Repairs Team, ensuring they understand the context and strategic direction of the organisation along with how their role supports the achievement of ForHousing's vision, mission and strategic outcomes and how they contribute to the achievement of the Homes Strategy
- Lead by example and recognise and reward innovation and service improvement
- Work collaboratively within the DCEO team in particularly with the Executive Director of Homes Investment and the Executive Director of Customer
- Work collaboratively with the Homes Investment teams (strategic asset management, damp and mould, and decarbonisation). Analyse and share data and forecast demand to help target investment works
- Work collaboratively with the Customer teams to offer a streamlined, agile and customer focused service, with self-serve and automation for those who are digitally enabled and high performing alternatives options for those who need or want them
- Measure and analyse any disparity experienced by different customer groups, be curious about this and deliver actions to improve. Embed the systemised approach to capturing and utilising vulnerability information. Champion accessible, inclusive, and equitable services
- Work collaboratively with the Communications and EDI Team to promote a positive repairs experience, where improvements have been made and share learnings including where we have adopted reasonable adjustments
- Deliver effective contract management including procurement, partnering and strategic and operational improvement
- Effectively set and manage revenue, capital and management cost budgets including embedding accountability to budget holders in managing budgets and promoting a value for money culture
- Work with fellow Executive Directors to build and maintain positive relationships with Local Authorities, key partners, and stakeholders within local communities. Deliver and report on the Stakeholder Strategy as well as promote the work of the organisation and maximise national and local funding and opportunities arising from specific initiatives
- Ensure that all strategic and operational risks are identified and updated regularly and there are procedures in place to effectively manage and control these risks
- Role model high standards of performance and behaviour internally and externally, empower colleagues to develop and reach their potential and to work cross functionally and collaborate with and support fellow directors and the Executive Management Team



WHAT WE ALL NEED TO DO:

- To help us achieve our vision of positively improving the lives of our social housing tenants, we all live by our four values: passion, openness, respect, and trust



RESPECT



TRUST



OPENNESS



PASSION

- We support the organisation to make sure we continue to maintain and even exceed expectations, work to high performance and compliance standards, and demonstrate value for money
- Everyone adheres to data protection regulations ensuring that confidentiality is maintained around access to commercially sensitive or personal information in line with our policies and procedures
- We thrive in an inclusive environment, where everyone is valued and respected
- Compliance on all aspects of health, safety and welfare for all colleagues and customers is paramount to how we work together
- Everyone undertakes personal development activities which will support you in your job and help you continually innovate and reach your full potential
- From time to time you may need to undertake other tasks commensurate with your role

OUR COMMITMENT:

If you are disabled and/or require any adjustments to perform your role to the best of your ability, we'll do our best to make sure you have any aids, adaptations or equipment necessary to ensure you can carry out your role. We want to make sure you have everything you need to thrive at work.



PERSON SPECIFICATION

AREA	REQUIREMENT <small>(All criteria are essential unless defined as desirable)</small>	ASSESSED BY:
Qualifications and training	<ul style="list-style-type: none"> • Professionally qualified to degree level or equivalent professional experience/ qualifications (Desirable) • Change management or customer service qualified (Desirable) 	AF / QC
Experience, knowledge, skills and qualities	<ul style="list-style-type: none"> • Experience of transforming services • Experience of developing and delivering a high performing service and successfully implementing service improvement activity in response to customer feedback • Experience of formulating strategies and plans and making recommendations in connection with high performance and customer satisfaction at the heart • Experience of budget setting and control, business planning and performance management • Experience of preparing, negotiating, awarding and managing key contracts and commissions for suppliers, consultants and contractors • Experience of working collaboratively across teams and functions and of managing complex projects and programmes • Excellent senior level stakeholder management and influencing skills, to effectively partner with and manage internal and external relationships • An excellent understanding of the importance of corporacy and a demonstrable track record of demonstrating this in previous roles • Ability to prepare and present concise, accurate and professional reports for Board, EMT and other forums 	AF/I

Assessment Key: AF = Application Form I = Interview T = Test/Assessment QC = Qualification Certificate

PERSON SPECIFICATION

AREA	REQUIREMENT <small>(All criteria are essential unless defined as desirable)</small>	ASSESSED BY:
Skills and abilities	<ul style="list-style-type: none"> • Strong leadership competency that creates purpose and supports the vision and values of the organisation • Skilled in understanding and communicating the vision and mission of the organisation, its challenges and opportunities • Relatable communication skills including written and verbal plus the ability to deliver presentations to a range of audiences • Strong level of IT skills • Effective negotiating, organisational, interpersonal and coaching skills • Ability and resilience to deal with difficult situations and a demanding working environment, meet deadlines and maintain a positive approach • Able to interpret and use insight and data in order to make sound, timely and intelligence-based decisions • Able to influence others positively through consistently communicating with impact and presence at all levels in the organisation • Able to work collaboratively with a wide range of stakeholders, building consensus for positive decision making and action • Strong project management skills in relation to the successful delivery of large and complex projects • Ability to manage and control a range of operational services but also plan strategically for the future 	AF/I

Assessment Key: AF = Application Form I = Interview T = Test/Assessment QC = Qualification Certificate

PERSON SPECIFICATION

AREA	REQUIREMENT <small>(All criteria are essential unless defined as desirable)</small>	ASSESSED BY:
Personal qualities	<ul style="list-style-type: none"> • Passionate and tenacious about delivering high quality customer focused, equitable services • Confident, motivational leader. Inspiring colleagues to work effectively both individually and as a team • High levels of personal resilience and integrity. Always does the right thing • Takes ownership - expects and delivers work to a high standard • High levels of emotional intelligence • Team player and committed to developing people • Earns respect from colleagues within the organisation and from external contacts • Ability to champion inclusivity and collaboration, break down silos and encourages a one team mentality • Listens well to others and challenges respectfully 	AF/I
Other	<ul style="list-style-type: none"> • Able to travel to customers, communities and contractor partners to meet role requirements 	AF/I

HOW TO APPLY AND INDICATIVE SCHEDULE

To apply please:

- Provide an up-to-date CV which shows your full career history with any breaks explained. Please also include details of all roles that are currently held.
- Submit a supporting statement detailing how you meet the key criteria sought, highlighting your most relevant knowledge, skills, and experiences. We request that your supporting statement is no longer than two pages.
- Please provide your telephone and email contact details.
- Please also let us know of any dates when you are not available or may have difficulty with the indicative schedule.
- You should also provide the names, positions, organisations and contact details for two referees, one of whom should be your current or most recent position. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.

Applications should be submitted via: www.gatenbysanderson.com and must be received by **9am on Friday 12th April 2024**.

Should you require a confidential discussion, please contact our advising consultants at GatenbySanderson:

Nick Roberts on 07393 013 697 nick.roberts@gatenbysanderson.com or

Tim Hills on 07393 011130 tim.hills@gatenbysanderson.com

Closing date: 9am Friday 12th April 2024

Longlist meeting: (We will let you know if your application is progressing to preliminary interview stage as soon as possible after this meeting): **early w/c 22nd April 2024**

Preliminary interviews: With GatenbySanderson, to be completed by **w/c 3rd May 2024**

Shortlist meeting: (We will let you know if your application is progressing to final interview stage as soon as possible after this meeting): **Mid-May 2024**

Final interviews: Tuesday 21st May 2024





**THANK YOU
FOR YOUR INTEREST
IN OUR EXECUTIVE
DIRECTOR OF CUSTOMER
EXPERIENCE - REPAIRS ROLE.**

WE LOOK FORWARD
TO RECEIVING YOUR
APPLICATION.

www.forhousing.co.uk