

Recruitment Pack

Housing Manager

Contents

Job Description and Competencies

About SHAL

Recruitment process and how to apply

Simplicity

Honesty

Aspiration

Learning

What we are here to do

We are here to provide homes for people who are homeless or have a housing need that the Somerset housing market is failing to meet. We generate as much profit as we can by working efficiently, fairly and effectively to invest in improving our homes and services and in building new homes.

Job Description

Designation: Housing Manager

Responsible to: CEO

Responsible for: up to 6 people

Salary: £35,000 plus essential car user allowance, pension, mileage allowance and professional fees

Job Purpose: To lead the Customer Services Team to deliver professional, regulatory and statutorily compliant services which are also continually improving and evolving to meet our customer requirements flexibly, effectively and making maximum use of information technology. You will ensure that the team culture engenders straight talking and kindness, responsibility and accountability, mutual trust and respect, the power to make decisions and own the consequences of those decisions, professionalism and being human, risk intelligence and a can-do attitude. You will put our customers first with colleagues a close second. You will provide performance information and ideas to improve performance to colleagues and board members. You will be generous with your praise and supportive when team members are working outside their comfort zone to meet the challenges of delivering better services for less cost. The team will work very flexibly so you will need to co-ordinate and communicate without micromanaging. You will support your team to be innovative, creative and solution focussed so that SHAL has a positive and relevant impact on the lives of our customers and the communities they live in and we build a reputation for being trustworthy, fair and credible.

Leads on: The development and delivery of SHAL's housing management, customer engagement and community development services, maximising the use of our digital systems so that we can provide a more supportive service to those who need it when they need it and maximise value for our customers

The development of a performance monitoring and reporting infrastructure to facilitate operational and strategic decision making up to board level with regards to housing management

The development and implementation of policies, processes, guidelines and protocols which support the teams work without hindering creativity and flexibility

The integration of the housing management service with asset management and financial and communication support services

The establishment of a culture of living SHAL's values, customer and safety first and value for money across the whole organisation and with our external partners and suppliers

Supporting your team to be the best they can be, to bring the whole of themselves to work, to self-manage and to be sensitive to the emerging requirements of our customers

To be SHAL's ambassador with other companies and statutory and local government agencies who can provide extra services which will benefit our customers

To establish new services and commercial enterprises in line with SHAL's purpose, priorities and business plan to deliver value for diverse customers and the business

Qualifications: You will be a housing professional with qualifications which demonstrate your ability to lead a team, manage business and attain high professional standards.

Key responsibilities:

Advises the leadership team and the Board on standards, strategy, policies and priorities for SHAL's customers with regards to housing management, community development, and customer experience and engagement taking account of customer and employee needs, best practice and value for money

Accountable to the CEO and the Board for the delivery and continual improvement of the Board's standards, strategies, policies and priorities for housing management, community development and customer engagement including reporting on customer experience, value for money, operational performance, and regulatory compliance in this service area

Leads the housing management team by fostering employee engagement with and pride in SHAL's values, purpose and strategic objectives, clarifying goals, deepening individual and team understanding of their role and value in creating SHAL's future and celebrating and rewarding success

Develops and maintains external relationships, including contractual relationships, in order to positively influence the external environment, understand customers, competitors, suppliers and potential markets and how these can be used to enhance SHAL'S business, brand and reputation

Understands customer insight information and uses it to develop and enhance the 'SHAL Home' product and services in line with customer value by removing barriers to delivery, creating team space for reflection and learning on 'what works', aligning systems design with customer value and acting as customer advocate within and beyond SHAL

Maintains a constant and consistent focus on performance across SHAL as well as within the housing management team, giving appropriate priority to customer, employee, financial and operations metrics, focusing on critical success factors, managing for value and enhanced customer experience, challenging others to do the right thing, dealing with inevitable conflict openly and honestly

Develops team and individual appraisal and development plans which align with business objectives and deliver continual improvement, organisational learning and responsiveness

Models SHAL's brand and values, actively managing the culture across the business to create a learning organisation which puts customers first and values the contribution and uniqueness of all those we work with

Key Competencies

Wants to make the world a better place

- Demonstrates compassion which not afraid to have difficult conversation
- Ability to define the problem and find solutions
- Contributes positively especially when the going gets tough

Able to deliver to a high standard

- Curious about what is possible
- Tenacious in making sure that the right thing gets done in the right way
- Focussed on performance and goals regardless of circumstances
- Disciplined, resilient and loves getting into the detail to understand systems
- Sets high standards of performance for yourself and your team and ensures that you have the resources you need to deliver
- Builds relationships with people across the organisation to ensure that SHAL delivers our purpose and our priorities regardless of circumstances

Demonstrates a passion for customers

- Track record of being FAB – Flexible, Agile and Bold!

- Go the extra mile – or two!
- Consistently act as the customer advocate where this is appropriate and always do what is required to make people feel confident in their own abilities
- Develops new services and ways of working in response to data analysis

Inspires others to achieve

- Able to give and receive feedback with mutual trust to improve outcomes
- Is passionate and enthusiastic in conveying a sense of what is possible
- Creates momentum for new ways of working
- Role model for SHAL's values
- Consistently strives to balance business needs with the needs of people

Learns and shares knowledge

- Coaches others to maximise their potential and willing to develop a Solutions Focus approach with customers, colleagues and partners
- Captures opportunities for learning and finds way to share them constructively
- Actively breaks down 'not invented here' culture
- Love collaboration and teamwork
- Willing to beg, borrow, steal and develop other people's ideas if they deliver for SHAL's tenants

SHAL Housing Learning how we become the best we can be

We're looking for someone who believes in people and their potential to achieve more. You'll be responsible for developing a relationship that's built on mutual-trust with the people who live in SHAL's 716 homes. You will use a solutions focussed approach to working with people and with colleagues. To be happy in this role you are likely to be someone who loves working with people and seeing them achieve for themselves; someone who always sees the way to create a better future rather than getting bogged down in problems and you will be curious about the whole of SHAL's business and be happy to get your sleeves rolled up to work with tenants, cover reception or answer the phone as well as analysing data, scanning the environment for opportunities to improve lives and tackling complex issues with partners.

This role means:

- Leading the Housing Management service in a way which empowers your team to be the best they can be in and celebrates who they are as a person and what they have achieved for SHAL and our customers.
- Making sure that the small team of people is working effectively together to deliver our service – not always easy because we are small and ambitious. It will mean being creative, agile and practical and getting stuck in every day.
- Spending time with tenants at home and in their neighbourhoods as well as in the office when this will support colleagues. Most of our tenants work so it won't be a 9-5 job. You will be flexible about when you work so you can respond to what works for our customers.
- Being straight with people in a kind way, making sure that people know they have choices and what the consequences of their choices mean.
- Identifying and creating relationships with the agencies and people who can help us build our business and deliver great value for customers.
- Using data to understand what needs are emerging and how we can shape the services we offer to continually improve what we do by delivering and communicating digitally.
- Taking the lead on housing management policies and processes to ensure they are compliant, up to date and relevant.

SHAL is a small housing association with a big ambition to be the best we can be, to develop new homes, to improve the homes we have already and to work with partners to build the impact we have in the communities where we work across Somerset.

We are a company where people are happy to take responsibility, to learn, to get out of their comfort zone and to be absolutely who they are so that they bring all their talents to work. SHAL has soul!

A full driving licence is essential.

About SHAL Housing

In 2015 the Housing Association world changed – forever. But SHAL’s purpose and values have not changed. So we will continue to build and let homes for families and individuals who are homeless and in housing need. But we know we have to change to stay the same.

Within Somerset, SHAL’s delivery environment is also radically changing – Hinkley Point, devolution, council and housing association mergers and an aging population will all impact on our place in the world. Over the last 2 years or so we have:

- Surveyed our tenants to get feedback on their priorities
- Invested in technology to introduce mobile working and automated texting across the business, improve our website and enable tenants to get access to services 24/7
- Reviewed our loans portfolio so we can build 100 new homes
- Carried out a 100% stock condition survey and planned a 5 year stock investment programme worth about £500,000 plus each year
- Reviewed our governance arrangements to ensure that we are fit for the future
- Built or bought 50 new homes with nearly 30 more in development
- Established a new way of working with partners to facilitate prevention services for children, young people and their families
- Shortlisted and commended for the NHF Best Finance Director Award 2017 and shortlisted in 2018 for Best Financial Transformation / Change Programme

Our rules of leadership

1. We are clear about where we are heading as a business and what success looks like and communicate this visibly, constantly and in a variety of ways
2. We routinely measure and share our progress in achieving success. The metrics we use will be owned, contributed to and shared by everyone.
3. We are one team within which people have different roles.
4. We live SHAL’s values which are:
 - Simplicity
 - Honesty
 - Aspiration
 - Learning
5. We constantly and robustly manage our culture by encouraging the right behaviours which are:

We listen to our customers, each other and the people who work with us to achieve our aims

We trust people unless there is a clear reason not to

We own our mistakes and use them as opportunities to learn

We give credit where it's due and appreciate people's efforts whether or not they are always successful

We respect each other

We hold ourselves and each other accountable for what we say and do

We count on each other to do the right thing by our customers and the business

We are upfront with each other and have, respectful, frank discussions face to face about the problems and misunderstandings that inevitably arise. This means being clear about what we see, our own reactions and feelings and NOT assuming motivations in the other person or getting into email arguments.

We give and seek frequent feedback individually and as a team

We don't give up

8. We will show zero tolerance for disrespectful behaviour which goes against the grain of our values and undermines our culture.
9. We will treat people well and be clear about the work they are expected to contribute

| Our Values | Our Priorities for 2018 |
|--------------------|--|
| S implicity | Build new Homes |
| H onesty | Invest in the homes we now own |
| A spiration | Become skilled users of technology so that we can create rapport with and empower our tenants and communities |
| L earning | |

Recruitment process

We will hold an initial telephone conversation with candidates so you can find out more about SHAL and we can understand what you expect from us as a company and how we fit in with your overall career aspirations.

We will then hold a more formal interview with you where you will meet your colleagues and tenants.

Closing date: 29 June 2018