

DIRECTOR OF CUSTOMER SERVICES

Recruitment information pack



CITIZEN



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WELCOME TO CITIZEN

and thank you for taking the time to find out more about this exciting opportunity to join us in the role of Director of Customer Services.



At Citizen we are proud to be able to give tens of thousands of people across the West Midlands one of the most important things they will ever have - a home and a foundation for their life.

We believe in our purpose and our colleagues work towards it every day.

As one of the biggest housing associations in the UK, we have a rich history and an even brighter future. In 2020 we launched the most ambitious business strategy in our history.

This is a rare opportunity to join our Senior Leadership Team and play a central role to drive the future of our customer service and make sure we are involving, listening to and acting on customer insight and feedback.

A focus of this role will be to lead the co-design of our new offer to our customers – we’ve made some good progress, but we want to increase the pace of change to make sure what we are meeting the diverse needs of our customers across the West Midlands.

We are looking for someone who can bring energy and a step change in our relationship with our customers - leading customer strategies and transforming customer experience.

The role requires strong leadership and vision to create a new direction.

You’ll be all about people and an authentic leader who cares about doing the right thing.

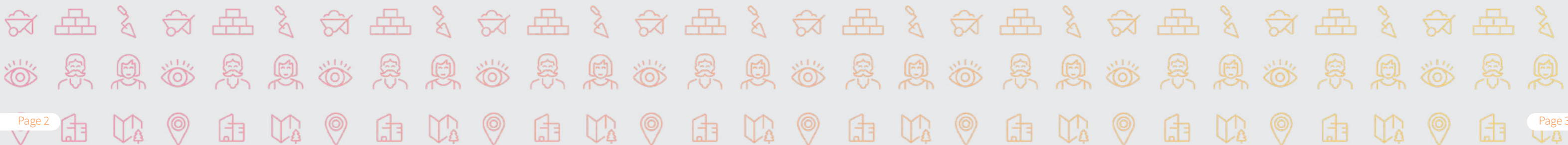
In this pack you can find out more about what we do, our ambitious 2020-23 strategy, the teams you would manage in this role, what it’s like to work for us and much more.

If you think this looks like an opportunity for you, we wish you all the best with your application.

Kind regards,

Madeleine Nelson

Madeleine Nelson
Chief Operating Officer





WHO WE ARE AND WHAT WE DO

Home is where we feel safe. It's where we can be ourselves. It's where we feel comfortable, where we recharge our batteries and make future plans. It's where we grow up and grow old.

Home is our foundation for life.

One of the UK's most trusted social housing providers, we own and manage 30,000 homes for diverse communities across the West Midlands, from urban tower blocks to rural villages and towns.

OUR SOCIAL PURPOSE

We are proud to be an organisation which deals directly with the consequences of our housing crisis by providing homes for people who can't access them on the market.

We are a not-for-profit organisation and a registered charity. All of our profit goes back into improving our homes and services and building new homes so that we can help more people.

Working for Citizen gives you the chance to work for an award-winning, big-hitting organisation in the West Midlands and the opportunity to work for an organisation with a social heart and a clear social purpose.

It doesn't matter which function you will be working in, being part of our team gives you the chance to play a part in making a very real difference to people's lives.

WHY IT MATTERS

Watch our customers talk about their journey to getting a home with us and what it means to them.



THE FOUNDATION FOR OUR WORK

Our purpose and values underpin the work that we do and how we do it.

OUR PURPOSE

To provide homes that are a foundation for life.



OUR VALUES

WE ARE BRAVE

WE ARE WILLING TO TAKE ON THE TOUGH STUFF

WE CHALLENGE OURSELVES

WE DON'T GIVE UP

WE ARE AMBITIOUS

WE FIND SOLUTIONS

WE AREN'T AFRAID TO TRY THINGS OUT

WE KEEP LEARNING AND IMPROVING

WE ARE HONEST

WE TAKE RESPONSIBILITY

WE ARE REALISTIC

PEOPLE TRUST US TO DO WHAT WE SAY WE WILL DO

WE ARE CITIZENS

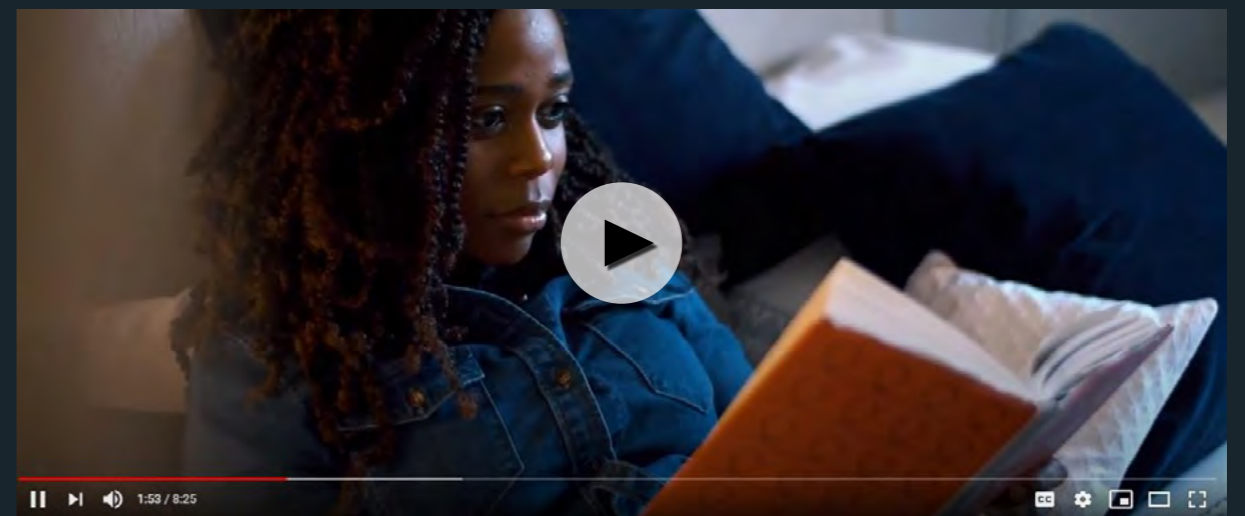
WE ARE COMMITTED TO OUR PEOPLE AND PLACES

WE BELIEVE EVERYONE HAS SOMETHING TO GIVE

WE ENCOURAGE EVERY PERSON TO BE THE BEST THEY CAN BE

IN OUR WORDS

Watch our colleagues talk about what home means to them.



OUR AMBITIOUS PLANS

Our 2020-23 business strategy sets out three core pledges and set out seven focused objectives that we are committed to achieving by 2023. To meet this commitment, we also outline a series of projects which will transform our services and the way that we provide them.

OUR PURPOSE

To provide homes that are a foundation for life.

Watch our business strategy animation to find out more about our plans



1

WE ARE BUILDING FOUNDATIONS



Increase the supply of affordable homes in the Midlands



Maximise the performance of our existing homes

2

WE ARE LOOKING OUT FOR OUR CITIZENS



Improve our offer to our customers



Make our services more efficient



Improve our support services and tackle homelessness

3

WE ARE PUTTING OURSELVES ON THE MAP



Be thought leaders in our region and our sector



Be an employer of choice

WANT TO FIND OUT MORE? —————>

ANNUAL REPORT 2020 - 21

THE PACKAGE

£80K

salary



Contributory pension
scheme matched up to
10% by us



PRIVATE
medical insurance

FLEXIBLE
working
arrangements

32 DAYS
of annual leave



FREE membership of a health plan



Access to a host of other employee benefits –
including a **24/7** confidential support service



LIVE WORK BETTER

OUR COMMITMENT TO OUR COLLEAGUES

People are happiest and most productive when they have balance.

We want everyone at Citizen to have the best balance they can between their personal life and their work, because we know this benefits both our colleagues and customers.

Every role at Citizen is unique, but we believe every individual should be trusted and empowered to make decisions about the way they work within the scope of their role.

Live Work Better is our commitment to all Citizen colleagues. It sets out principles that guide how we work to achieve the best results for our colleagues and customers.

These principles are aligned with our values and behaviours and are based on what our colleagues told us about how they want to work



**FIND OUT MORE
ABOUT THE
FLEXIBILITIES YOU
CAN EXPECT AT
CITIZEN IN OUR
LIVE WORK BETTER
FLIPBOOK**





OUR EXECUTIVE LEADERSHIP TEAM



Kevin Rodgers
Chief Executive

Kevin was appointed Chief Executive in May 2015. Prior to that he was our Deputy Chief Executive and Finance Director having previously worked as a consultant at PricewaterhouseCoopers.

In September 2016 Kevin was elected as the Chair of the West Midlands Housing Association Partnership which was created to provide a single voice for housing associations to engage and support the West Midlands Combined Authority in delivering on an ambitious change programme for housing that will be necessary for it to achieve its social and economic aims.

Kevin is actively involved with the work of the Local Enterprise Partnerships in Greater Birmingham & Solihull and Coventry & Warwickshire.



Madeleine Nelson
Chief Operating Officer

Madeleine was appointed Chief Operating Officer in July 2021. Madeleine joined us from Plus Dane Housing – a 13,000-home housing association operating across the North West where she was Executive Director of Growth and Assets.

She has held executive director positions over the last eight years and led all operational services – including customer services, repairs, housing management, supported housing and asset management.

Madeleine started her career in housing in tenant empowerment, moving to the housing association sector and then Manchester City Council where she delivered the council's housing strategy and some of the most challenging regeneration initiatives across the city. She spent more than a decade in advisory services at PwC, providing consultancy advice to housing associations and local government while leading the housing advisory team and delivering transformational change programmes.

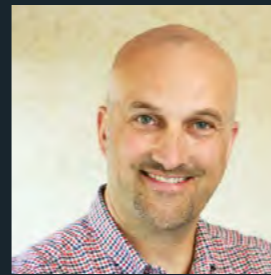


Nick Byrne
Executive Director of Development

Nick is our Executive Director of Development and has been in post since September 2017. Nick joined Citizen in June 2016 as Director of Development and Procurement.

Nick is responsible for our ambitious development programmes aiming to provide a mixed tenure programme of 650 homes a year for affordable rent, shared ownership and market sale.

Nick's other responsibilities within Citizen includes our sales function and delivery of two of the region's largest regeneration projects; in North Solihull and North-East Coventry. Prior to Citizen, Nick worked for some of the largest housing associations in the Midlands including Midland Heart, Waterloo and Orbit and is a member of both the RICS and the CIOB.



Gary Booth
Chief Financial Officer

Gary was appointed Chief Financial Officer in June 2020. Prior to this, Gary was Director of Treasury, Assurance and Procurement at Citizen. He has worked within Finance and Corporate Services at Citizen since 2003 having previously worked for Deloitte.

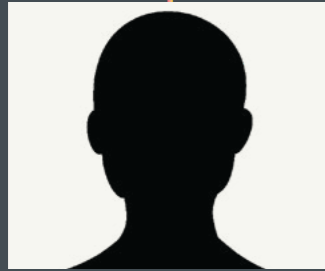
During 2019 Gary led on the legal amalgamation of the Group's Registered Providers which became Citizen on 1 September 2019. He also led on the signing of an agreement to tap Citizen's 2012 bond with a further £100m to be issued in October 2020. Gary is currently a Governor and the Finance Committee Chair of a primary school near to his home.



THE TEAM - Your team



Mads Nelson
Chief Operating Officer



Director of
Customer Services

Our Customer Services directorate drives forward our ambition; most notably our strategic objective to improve our offer to our customers.

Spotlight:

We have expanded the directorate to take on customer engagement and voice. Our newly established Customer Assurance Committee, is part of our governance structure and you will lead the establishment of our scrutiny function.



Steve Kirk
Director of
Maintenance Operations

Our Maintenance Operations directorate includes a range of teams dedicated to keeping our 30,000 homes in good shape. From repairs and maintenance to gardening and cleaning. We're proud to provide all these services in house.

Spotlight:

We completed 126,000 repairs on our customers' homes in 2020/21. As of November 2021, customer satisfaction with our repairs service was 4.45 out of 5.



Martyn Hale
Director of
Care and Support

Our Care and Support directorate includes teams which collective support thousands of people in our communities every year who have additional needs. From Gateway – the leading homelessness facility in Coventry, to our Retirement Living schemes across the West Midlands and much more.

Spotlight:

In 2020/21 we supported more than 1,000 people affected by homelessness in Birmingham and Coventry by giving them a home and additional support.



Peter Gill
Director of Housing

Our Housing directorate includes the teams that look after everything from letting our homes to new customers and managing our income to keeping our neighbourhoods safe and much more.

Spotlight:

In 2020/21 we helped our customers to gain £2m in extra income through money advice. Last year we also dealt with more than 1,000 cases of anti-social behaviour.



Paul Baker
Director of
Asset Management

We have a huge investment programme to keep our 30,000 homes safe and in good shape. Our Asset Management and Safety directorate makes sure we can do this by managing everything from fire safety in tower blocks and gas inspections to replacing kitchens and bathrooms.

Spotlight:

We spent £22.5m making improvements to our homes in 2020/21.



Will Walker
Director of Transformation

We are committed to improving our processes and services and ultimately making things better for our customers. Our Transformation Team plays a crucial function in overseeing a consistent approach to the huge amount of work that goes on across our organisation. It makes sure we have a strategic, coordinated approach to our work, drives forward continuous improvement and helps us to improve our products and services through innovation and experimentation.



Ted Malkin
Director of Building Safety

Our 30,000 homes include 38 tower blocks and many other blocks across the West Midlands.

Spotlight:

We work in close partnership with West Midlands Fire Service to make sure our buildings are safe. We have exciting plans to further improve the safety of our buildings and engage with our customers - including digitally mapping all of our tower blocks.



INVESTING IN OUR PEOPLE

Our 2020-23 business strategy sets out three core pledges and set out seven focused objectives that we are committed to achieving by 2023. To meet this commitment, we also outline a series of projects which will transform our services and the way that we provide them.

REPRESENTING A DIVERSE TEAM

We have a diverse workforce and do all we can to represent the views of our staff at every level.

This includes:

- Staff Consultative Forum – a cross-section of staff from across Citizen who are consulted and given a voice on any major projects or changes proposed
- Equality, Diversity and Inclusion Forum – a diverse group of staff who help to drive our equality, diversity and inclusion agenda forward
- Wellbeing Committee – another cross-section of staff who help to shape our wellbeing agenda for all of our colleagues

RECOGNISING AND REWARDING OUR TEAMS

Our Excellence Awards recognise the individuals and teams who make our organisation great.

Watch the highlights of our 2020 Excellence Awards.



What we are looking for:

THE JOB DESCRIPTION

Job title

Director of Customer Services

Band

Management grade

Department/Directorate

Customer Services & Engagement

Reporting to:

Chief Operating Officer

Responsible for:

Customer Services Directorate

Job Purpose

This leadership role sits at the heart of our intent to continue to deliver great customer service. Working with the leadership team and your teams, you will drive the use of customer insight to radically change our customer services.

The role is responsible for leading the development and delivery of our organisation-wide customer journey and customer experience culture in line with our business strategy. You will be responsible for customer strategy, experience and service delivery across customer services, engagement, and customer voice.

Leading the development of our Customer Assurance Committee and Scrutiny Panel, you will be responsible for championing all things customer, promoting a culture of using customer insight, feedback, and intelligence in everything we do.

Developing our mechanisms to capture the customers voice and learning. Building on Citizen's commitment to putting customers at the heart of everything we do, working with customers, colleagues, and stakeholders to make sure customers' voices, feedback and experience influence, shape and direct the development and delivery of services and strategies.

You will have the scope to devise and implement radical change to our customer services – improving how we interact with our customers and creating opportunities for our customers to interact with us in a way that meets their needs.

Ensuring delivery of a high-quality customer- customer service achieving high levels of customer service and satisfaction you will drive change and improvement, learning from the best customer service industries and creating a sea change in what we do.

The role will develop new strategies to build understanding and connection with our customer base and use these insights to build tailored and innovative solutions that deliver a great customer experience. The role holder will also be the strategic lead on our approach to the emerging Consumer Regulation Standards, which will further strengthen our work to make sure the customer voice is central to governance of our landlord services.

Main Responsibilities**Strategic:**

- Lead Citizen Housing's customer service and engagement functions.
- Develop our customer experience strategy and plans to ensure that we are hearing the customer voice and radically improving customer experience.
- Implement our strategy to engage our customers and develop a community focussed engagement strategy, including mechanisms to ensure that the customer voice is visible.
- Contribute to the strategic leadership of Citizen, driving change and transforming our approach to customer services and engagement.
- Provide inspiring, and clear leadership to your teams and the wider organisation, introducing a customer focussed approach to service delivery.
- Lead on the improvement programme to devise a route map that will fundamentally change our approach, providing great customer service and a step change in our service delivery.
- Ensure appropriate levels of assurance and confidence in our plans and performance to the Board and the Customer Assurance Committee.

Service Development:

- Lead on and the continued development of the Customer Experience platform and wider insight.
- Drive continuous improvement to customer service standards to ensure that customer service delivery meets the needs of the customer.
- Develop collaborative working relationships with the operational teams to gain their buy in and engagement in the change process.
- Develop and implement our approach to customer segmentation and insight, ensuring that it is applied across the business.
- Responsible for ensuring that data is complaint, accurate and complete to enable reliable reporting and sound data driven business decisions.

Leadership:

- Lead, through your team, the design of a new service offer that connects all parts of the business to a 'customer first' approach, driving customer engagement and high customer satisfaction outcomes.
- Lead the Directorate operational management team to enhance performance by setting clear accountable performance measures, engendering positive and supportive working relationships across Citizen, and ensuring effective and appropriate financial and management control.

Financial Management:

- Responsibility for the budget and financial forecasting, preparation, review and monitoring of financial budgets and authority levels and ensuring that they are adhered to in line with Citizen's Financial Regulations.
- Driving delivery of value for money and efficiency within the customer services directorate ensuring team budget targets are met.

Performance Standards & quality control:

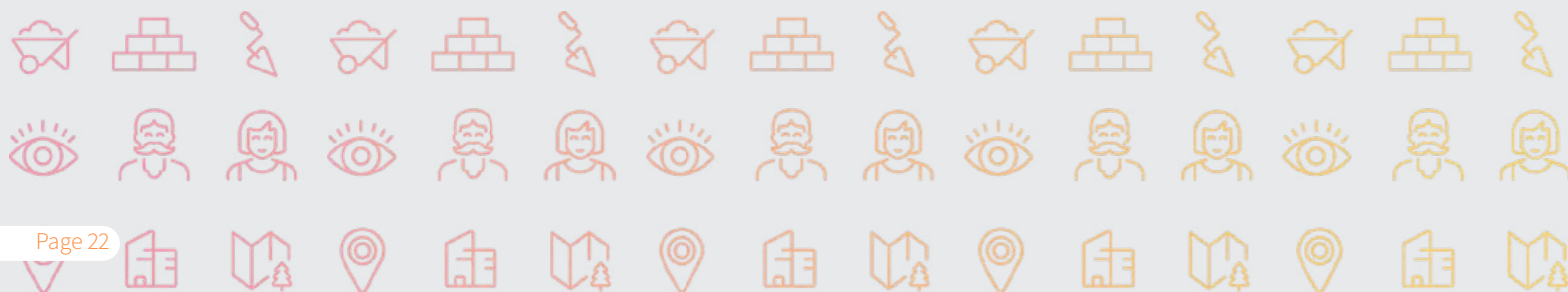
- Ensure the right performance measures are in place to measure and deliver excellent customer experience and business outcomes and that these are achieved.
- Ensuring that complaints are handled appropriately, ensuring compliance with the Housing Ombudsman Code and Citizen policy.
- Direct and oversee the development of accurate performance data and analysis and the delivery of a high-performance culture
- Ensuring benchmarking tools are utilised to measure performance against best-in-class organisations.
- Achieve appropriate customer service accreditation, kite marks or standards as required by Citizen.
- Ensure Citizen Housing meets, and has plans to exceed, Consumer Standards, meeting all regulatory requirements.

Equality & Diversity:

- Responsibility for ensuring that Equality and Diversity policies and strategies are implemented, and staff are appropriately trained in this area.
- Responsible for ensuring the collection of customers profiling data and ensuring that it is used in developing services and practices which meet customer needs.

Any Other Duties:

- Any other duties appropriate to this post, as necessary, or as requested.



What we are looking for:

THE PERSON SPECIFICATION

Job title
Director of Customer Services

Band
Management contract

Department/Directorate
Customer Services

Reporting to:
Chief Operating Officer

Citizen Values

- BRAVE -** Willing to take on the tough stuff, to challenge yourself and not give up
- AMBITIOUS -** Able to find solutions, not afraid to try things out and willing to keep learning and improving
- HONEST -** Willing to take responsibility, to be realistic and to do what you say you will do
- CITIZEN -** Committed to our people and places; you believe everyone has something to give and encourage everyone to be the best they can be

Safeguarding

At Citizen we are committed to protecting people’s health, wellbeing, and human rights. We adopt a proactive approach to safeguarding and do everything we can to make sure all individuals accessing our services can do so without fear of harm, abuse, or neglect. We have policies and procedures in place to make sure our employees and the people we support are protected from harm and as part of the recruitment process, we carry out robust safeguarding checks.

Education and qualifications required for the job

- Educated to degree level or equivalent
- Professional housing or other relevant qualification

Knowledge and experience

- Proven experience of operating at a strategic level
- Substantial experience of effectively managing and leading change

- Demonstrable experience of driving performance improvement
- Understanding of the legislative and regulatory requirements
- Experience of managing budgets and maximising resources
- Proven experience of managing, leading, resourcing, and inspiring staff in a customer service environment
- Understanding of customer service technologies
- Experience of working with Boards and Committees including report writing.

Personal attributes

- A genuine drive for excellent customer experience combined with a track record of delivering value through creative customer experience strategies and change programmes.
- A confident, independent, and effective decision maker.
- Self motivated with personal drive, enthusiasm, and ability to identify and harness new opportunities to drive change

Skills and abilities

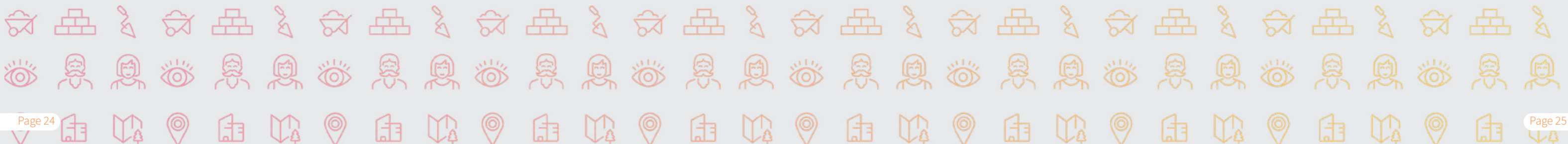
- Adapts approach to meet changing demands
- Evidence of success and innovation at management level
- Strategic vision and planning
- Demonstrates an analytical and problem solving
- Good communication skills, verbal and written

Additional requirements e.g., Full clean driving licence, HGV licence

- The postholder will be expected to work hours as necessary to be successful in the role
- Ability to travel throughout Citizen’s area of operation
- Awareness of the group values and ability to give examples of how these have been demonstrated

Level of Disclosure and Barring Service (DBS) check required

- This post requires no/basic/standard/enhanced/enhanced with barred list* DBS check.





ALL

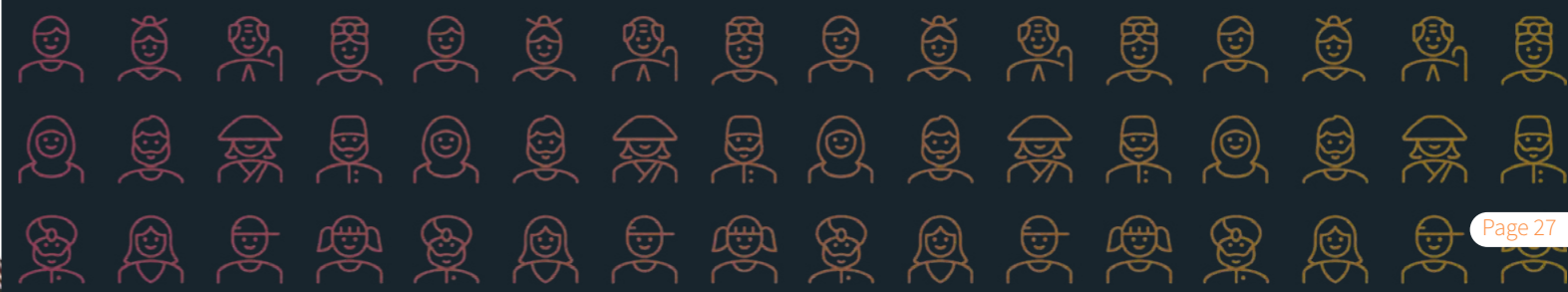
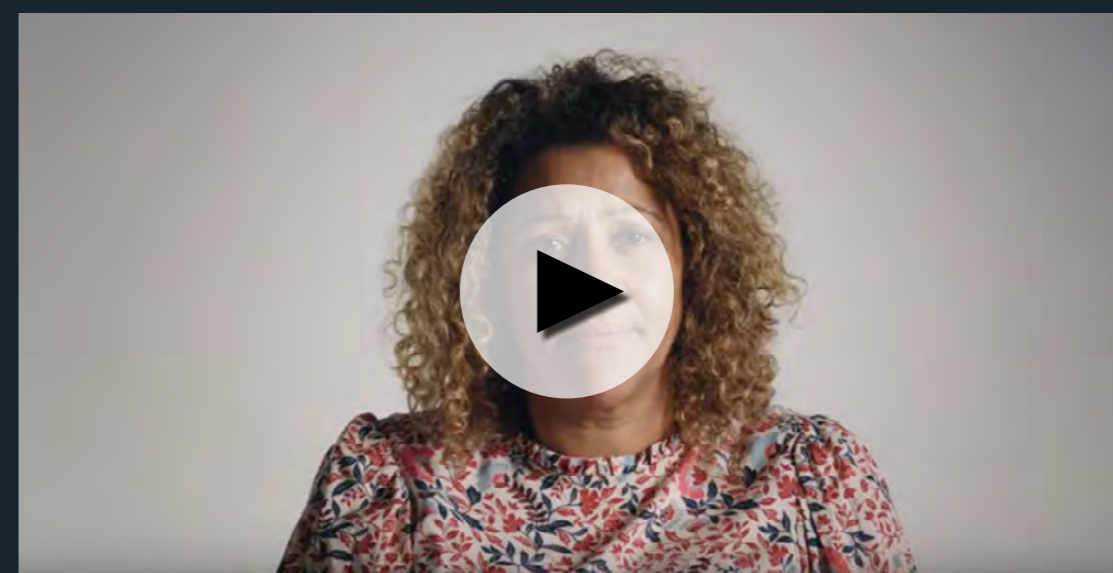
CITIZENS

WE ARE ALL CITIZENS

Being a citizen is a fundamental concept. It means being part of society, having a stake, having rights and responsibilities, and being respected, regardless of ethnicity, religion, sexuality, disability or anything else which is fundamental to who we are.

We are passionate about driving forward the equality, diversity and inclusion agenda in our organisation and sector.

WATCH WHEN YOU LOOK AT ME, A VIDEO WE FILMED WITH OUR COLLEAGUES TO SHOWCASE OUR COMMITMENT



THE BENEFITS OF BEING PART OF THE CITIZEN TEAM

We have ambitious plans to build more homes, improve our communities and make our services better.

We know we can only do all of that with great people - that's why we are committed to making sure we reward our people and give them the opportunity to develop their careers.

The wellbeing of all our team members is hugely important to us and we believe that work-life balance is very important.

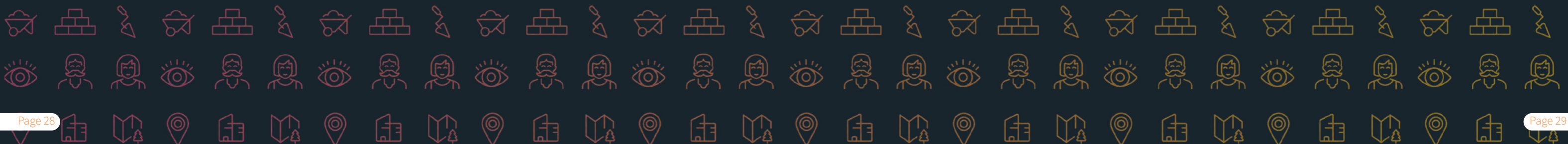
HERE'S WHAT YOU CAN EXPECT WHEN YOU JOIN US:

- Flexible working hours
- Annual leave entitlement of at least 25 days
- Defined contribution pension scheme with matched contribution up to 10% and life insurance three times salary
- Employee assistance programme – a 24/7 service which gives you free, confidential advice and support on a range of issues as well as access to telephone counselling
- Free membership of a health plan with discounts on medical treatments and a range of other services including gym memberships, cinema tickets and restaurants
- Significant learning and development opportunities to help you to progress in your career, including access to training and paid for professional membership
- Opportunities for salary progression which are linked to performance reviews
- Cycle to work scheme
- Opportunities for recognition through our staff awards
- Opportunities for representation opportunities on our staff consultative forum.

OUR COMMITMENT:

At Citizen we are committed to diversity and inclusion, encourage flexible working where appropriate and positively welcome applications from everyone. To access any of our recruitment documentation in an alternative format or language contact us. [hyperlink contact us to contact us page of website]

We are committed to protecting people's health, wellbeing and human rights. We adopt a proactive approach to safeguarding and do everything we can to make sure all individuals accessing our services can do so without fear of harm, abuse or neglect. We have policies and procedures in place to try to make sure the people we support are protected from harm and as part of our recruitment process we carry out robust safeguarding checks.





Citizen
4040 Lakeside
Solihull Parkway
Birmingham Business Park
B37 7YN

Tel: 0300 790 6555
citizenhousing.org.uk

