

## Job Description

<b>Job Title</b>	<b>Director of Customer and Community Services</b>
<b>Reporting To</b>	<b>Chief Executive Officer</b>
<b>Grade</b>	<b>EVH 10 (£69,048k - £71, 820).</b>
<b>Key Objective</b>	
Ensuring Shettleston Housing Association delivers exceptional, innovative and high performing services that meet the needs of our customers and the community.	
<b>Job Overview</b>	
To be an inspirational leader and provide strategic direction to the customer and community services team with a particular focus on championing service excellence and embedding a customer-focussed culture across the Association and its subsidiaries. To drive continuous improvement and build customer and community capacity. To lead and inspire change and innovation to respond and adapt to customers' current and future needs and priorities.	
<b>Key Responsibilities</b>	
Strategic responsibility for our front-facing services including: housing management and factoring; advice services; housing allocations and tenancy sustainment; tenant and community engagement and the ongoing development and implementation of our "wider role" strategy. Responsibility for performance management systems, Charter reporting, benchmarking and analysis. Ongoing review of our processes and systems, to ensure that they are as efficient and effective as possible and best meet customer's current needs, including through digitalisation. Relationships with external bodies and partners. Actively supporting the Executive and Senior Management Teams and reporting to the Board, sub-Committees and subsidiary Boards.	
<b>Direct Reports</b>	
The role has the following direct reports. The Housing Manager (Grade 9), the Community Regeneration Officer (Grade 7) and the p/t Factoring Officers (Grade 7 and 6/7). Other staff within the department include: Senior Housing Officer (Grade 8)); Housing Officers (7.2 FTE) (Grade 7); Allocations Officers (x 2) (Grade 7); Welfare Rights Officers (x2) (Grade 7); Tenancy Sustainment Officers (x 1.6) (Grade 6) and Housing Assistants ( x2) (Grade 6).	
<b>Key Outcomes</b>	
<ol style="list-style-type: none"> <li>1. Through the Executive Team, to provide corporate leadership and develop a clear sense of direction for the growth and development of the Association.</li> <li>2. To support and develop the Senior Management Team to excel in the achievement of the Association's strategic objectives.</li> <li>3. To deliver high quality reporting and advice to the Association's Board, sub-Committees and subsidiary Boards to provide assurance and support effective decision-making.</li> </ol>	

4. To lead, develop, motivate and provide strategic direction to the full staff team and specifically the Customer and Community Services Team to ensure a positive culture of teamwork and co-operation underpinned by the Association's values.
5. To provide dynamic leadership for all front-facing services, oversee the delivery of excellent performance outcomes and champion the customer and create a customer first culture throughout the Association and its subsidiaries.
6. To lead on the identification and review of customers' needs and priorities including capturing customer intelligence, targeted service delivery and designing feedback mechanisms. This includes oversight of engagement processes, customer consultation and mechanisms for customer influence including developing customer scrutiny.
7. To develop challenging and stretching service standards and targets with customers and the customer and community services team which are focused on improving performance and customer satisfaction and delivering sector best practice outcomes for customers and the wider community in Shettleston.
8. To demonstrate creativity and innovation in delivering cutting-edge service design to support customers, sustain tenancies, improve neighbourhoods and respond to customer's needs.
9. To ensure value for money is inherent across all services.
10. To lead on the Association's strategic response to mitigating the risks related to the impacts of Welfare Reform for customers and the Association.
11. To identify the key objectives and outcomes for the Wider Role Strategy linked to the strategic objectives and values of the Association and to successfully expand and grow the Association through wider role opportunities which clearly link to positive outcomes for our customers and communities.
12. To lead on new partnership creation and development for the Association to enhance our existing service offering for customers.
13. To lead on the collation of the Annual Return on the Charter to the Regulator (SHR).
14. To enter into and maintain benchmarking arrangements to ensure the Association has a good understanding of how our services and performance compare with that of others and to identify scope for improvement.
15. To ensure compliance with all statutory, legal and regulatory requirements impacting on customer and community services and maintain up to date industry awareness for best practice and continuous improvement in meeting all compliance requirements.
16. To contribute to the identification of corporate risk and the implementation of the risk strategy including applying a risk based approach to all functions within customer and community services.
17. To lead on the annual rent and service charge review with customers and coordinate the annual budget process for the customer services function, to meet the budget setting schedule.
18. To lead on the Association's Customer Services and Housing Management Strategies and policies, ensuring effective implementation and regular review to ensure best practice for the benefit of customers, the Association, our subsidiaries and staff.
19. To contribute to the ongoing management and development of SHR's subsidiaries.

### **Key Competencies**

#### **Plan for the Future**

Strategic thinking in leading and managing change and ensuring customers are able to influence change.

Identification and timely reaction to any challenges arising from external environmental analysis impacting on the RSL sector and the Association; particularly when this is a threat to or opportunity for a customers' wellbeing.

Alignment of SHA's vision and business plan requirements to tangible resource requirements for the customer services function.

Grow the Association via wider role including identifying unmet need or service gaps, designing projects and successfully bidding for external funding to meet these needs & strategic objectives.  
Development of talent within SHA by acting as a role model and ambassador for the Association  
Personal development and promoting opportunities for staff development.

**Achieve Outcomes**

Analysis and assessment of group performance against goals and identification of areas for improvement including translating business opportunities and growth potential into concrete measures that are beneficial for the Association and its subsidiaries.

Analysis of customer intelligence and performance data to shape services and improve outcomes for current and future customers.

Resource management, evaluating the impact of decisions and developing short and long term strategies to address resource requirements

Planning and setting clear strategic direction and expected outcomes for the Team.

Leading and developing staff, delegating authority to empower them, ensuring they are accountable for their actions and outcomes through their performance and regular appraisal.

**Build Strong Relationships**

Championing the customer to create an environment of co-operation with customers encouraging increased membership, improving customer engagement and co-designing services.

Strategic networking to build and maintain strong and identifiable links with key contacts, demonstrate excellent relationship management skills and influence these external networks.

Skilled communications to manage strategic communications for the Association in high profile situations including with the Scottish Government, the Council, statutory agencies, funders and the media and lead all customer and community communications to ensure they are fully aware about the activities of the Association and its future plans.

Strategic negotiation, constructively working towards win-win solutions and achieving successful outcomes with customers, the wider community and stakeholders.

Political acumen in handling complex, difficult and sensitive situations effectively and acting quickly under pressure to protect the Association's reputation and meet our obligations.

Perceptive and empathetic leadership, demonstrating social and cultural awareness and an ability to relate well to a diverse range of people.

**Key Contacts**

External	Internal
Scottish Government Scottish Housing Regulator Glasgow City Council Wider Role funders and potential funders DWP Glasgow HSCP	Management Committee, sub-Committees and subsidiary Boards. Executive Team Management Team SHA subsidiaries
Partner RSLs (Best practice forums) Industry bodies (GWSF, SFHA, CIH,) Wider role project partners Community representatives including political, business and those with a strategic interest in SHA.	Customers Tenants and home owners Prospective Tenants Customer Engagement Panels Wider Role project participants Local residents

