



A Social Business Investing in People and Communities

Director of Customer Services

Recruitment Pack



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Welcome from the Chief Executive Designate

We are proud to be a community-focussed social business operating across the Black Country and Birmingham. Over the last 50 years we have built an excellent reputation, and we are trusted by our customers and partners with top quartile satisfaction results that we are committed to improve upon.

We are a 'people business', and our culture and values put people at the heart of who we are and the new role of Director of Customer Services is a key role to take us further. BCHG is a special organisation with a unique geography, and we are proud of the way we work together as one team through our inclusive and supportive culture.

We are now entering the final year of our current strategic plan so the postholder will have the opportunity to listen to the customer voice and influence the next stage of our journey and will work with a highly skilled and committed leadership team to achieve this.

We are keen to attract applications from individuals with a strong background in leadership within the social housing sector and are looking for someone to join us who shares our vision to help people create a better future for themselves and their communities.

Adrian Eggington

Chief Executive Designate



About Black Country Housing Group

Black Country Housing Group (BCHG) is a registered housing and care provider firmly rooted in and working closely with local communities in the Black Country and Birmingham. BCHG owns and manages 2,246 homes across a range of tenures as well as providing support to residents in our local communities including:

- Affordable houses and apartments;
- Shared ownership and leasehold homes;
- Retirement Living;
- Supported Living;
- Residential Care;
- Homes and support for former rough sleepers and care leavers;
- Employability, financial and digital inclusion projects.



2, 246 homes

You will find full details about us, our history and past achievements as well as our future business plans through our website: <https://www.bchg.co.uk>



260
colleagues

BCHG employs around 260 colleagues. Through the services we provide we want to make a difference to the lives of people in our local areas, particularly in the challenging times we currently face, and we see our talented and engaged colleagues as core to achieving this. Our values are important to us, and we have recently refreshed them with the help of our colleagues; these reflect the BCHG one team approach to all we do. We are proud to be an Investors in People Gold employer and truly believe our people are our greatest asset.

BCHG's 2023-2026 Strategic Plan sets high aspirations to provide our customers with the best possible service and provide homes of the highest quality, all within the context of trusted relationships. We are a well-run and financially sound business rated G1/V1 by our regulator and create a healthy surplus that supports our new development ambitions as well as providing us with the ability to have an investment programme for our existing housing stock. Working towards Net Zero is important to us and we are exploring opportunities to further decarbonise our properties.

Mission

Our mission is: **"A social business investing in people and communities"**.

We Make a Difference to People's Lives by

- Being a learning organisation
- Setting high aspirations and holding each other to account for what we do
- Being inclusive and supportive
- Doing our best for customers and colleagues through the positive relationships we build

Values



We not me



We do what we say we will



We care



We do the right thing



We love to learn

Impact and Strategic Objectives

At BCHG we believe that everyone deserves a safe and secure home and that this is the basis for people to thrive and realise their true potential. As a community focussed social business, we are proud of our geography, we are deep rooted in our communities, and we have built an excellent reputation with customers and partners. We describe ourselves as an anchor institution at the heart of the Black Country and Birmingham, and BCHG has a role in shaping the places in which people live and improving residents' quality of life.

Working in partnership with our local stakeholders and communities, our actions and intentions will make a contribution to longer term impacts in a number of ways.



Our five Strategic Objectives and the activities in the Strategic Plan set out how we will deliver on these ambitious aspirations:



Our customers are at the heart of everything we do, and we are looking for a leader who mirrors our aspiration to provide them with the best quality homes and the best possible service.

In 2025 we will start the development of our next Strategic Plan and so this is an exciting time to join the team and help shape the future of BCHG.

The Wider Team



Adrian Eggington
Chief Executive
Designate

Adrian has been at BCHG since November 2015 having previously worked in executive roles for Housing Associations in London and Staffordshire. Having recently been promoted to CEO (effective 1st of May 2025), Adrian is passionate about hearing the customer voice so that we can create safe and secure homes in thriving communities.



Kaye Coulthard
Director of Resources

Kaye became a member of the Executive Team in March 2018 having joined BCHG as Head of Finance in Summer 2015. Prior to that, Kaye enjoyed a career in Local Government holding multiple positions. As Director of Resources, Kaye is responsible for all Financial Services at BCHG and for our Development Programme and is passionate about providing quality and efficient homes and services which have a direct impact upon our customers.



Sarah Farnell
Director of People and
Culture

Sarah has worked at BCHG since 1993 starting in the Finance team, then transferring to Human Resources in 2010. Sarah joined the Executive Team in 2023 and as Director of People and Culture is responsible for all of our people related activities including HR, Customer Voice and Equality, Diversity & Inclusion. Sarah is passionate about creating a culture and environment where everyone can thrive and be the best they can be.



Sharon Woods
Head of Corporate
Services



Katie Bishton-Forrer
Head of Finance



Ramesh Malhan
Head of Customer
Voice



Jay Gill
Head of Housing



Darren Dunphy
Head of Repairs



Jason Russell
Head of Assets



Eamon Thompson
Head of Development



Sureya Gulzar
Head of Social
Business



Lorraine Gibbons
Head of Care

The Role of the Director of Customer Services

Purpose of the Role

The Director of Customer Services will work as a key member of the Executive Team (ET) to provide leadership to the whole of BCHG, with specific responsibility for leading our Customer Services directorate, to support our business plan and vision.

This includes responsibility and accountability for the leadership, management and performance of all activities included within the Customer Services directorate which encompasses: Housing Management (Tenancy, ASB, Income Management), Retirement Living, Registered Care Services, Responsive Repairs (Homeforce), Asset Management & Compliance and Social Business/Community Investment Teams.

The Director of Customer Services will be a leading 'change agent' ensuring we live our values, develop strong leaders and managers who take ownership and accountability, embrace diversity and inclusivity, and attract and retain talented people.

As a member of the Executive Team, responsibilities include:

- Strategic direction, vision, and visible leadership of the organisation.
- Model, promote and uphold the values and behaviours of the organisation.
- Report to the Board on a range of relevant issues and provide the Board and wider organisation with in-depth professional expertise and experience.
- Represent BCHG as a Brand Ambassador and build relationships with external stakeholders, to increase the profile of the organisation.
- Be a visible leader who actively engages with customers and colleagues to gather feedback on the Customer Services directorate's performance and strategic direction.
- Collaborate with colleagues and the Board to establish frameworks for assurance, risk, and performance, driving the organisation's commitment to improvement and excellence in service delivery.

Key Responsibilities and Accountabilities

The role has a specific responsibility for:

Housing Management

- Inspire and guide high-performing teams focused on customer needs, ensuring tenant voices are represented at all levels.
- Lead a department that is truly customer-focused and meets and potentially exceeds the expectations of the Regulator of Social Housing and the Housing Ombudsman Service.
- Develop successful strategies for older person's living within our retirement living service.
- Review and deliver BCHG's Customer Success Strategy.
- Work alongside local authorities and development teams to address regional housing needs, influencing partners at various levels to create effective community solutions.
- Lead on BCHG's strategy for revenue generation, managing our processes related to income collection, service charges, and recharges to enhance financial performance.

Asset Management and Compliance

- Provide leadership to the Asset Management team and lead the implementation of BCHG's Healthy Homes Strategy ensuring best use is made of BCHG's assets ensuring they contribute to resident health and wellbeing.
- Ensure that BCHG are fully compliant with all appropriate legislation and regulatory standards.
- Plan and oversee the procurement and delivery of a high-quality, cost-effective strategic asset management on customer satisfaction and delivery of service.
- Lead on BCHG's best use of stock and where necessary the disposals programme and land management.
- Ensure performance is on-target and driving sustained performance across the service.
- Lead on initiatives to deliver business improvements within the Asset Management function and contract management.

Key Responsibilities and Accountabilities - Continued

Repairs and Maintenance

- Provide leadership to BCHG's in house repairs and maintenance service (Homeforce) ensuring that the organisation meets its strategic aims and objectives.
- Develop, implement, monitor, and maintain BCHG's repairs and maintenance service including the Healthy Homes Strategy ensuring top quartile tenant satisfaction performance.
- Overall responsibility for managing both planned and emergency repairs, planned investment, building safety and compliance, delivering cost-effective solutions, and ensuring that services are provided in a timely and responsive manner.
- Ensure compliance with all relevant legislation, particularly in health and safety for tenants and colleagues on all areas of the Housing Health and Safety Rating System (HHSRS).

Care and Support

- Leadership of all care services and supported housing within BCHG.
- To develop and implement strategies to instil excellence and high performance in the management of our care and supported living portfolio including our Supported Living Strategy.
- Leadership and Development of BCHG's wide specialist tenancy sustainment services to vulnerable customers.
- Development of innovations in care and supported housing, particularly in relation to new or evolved products which drive both better value for money and outcomes for residents.
- Ensure relationships with CQC are well managed and that BCHG delivers services that are rated at least "Good" by CQC.

Social Business / Community Investment

- Strategic leadership for the team's work, ensuring effective delivery of community investment activities and programs, and driving social impact through strategic partnerships and funding to enhance our customers' lives.
- Oversee the development community investment, while fostering regional and local partnerships in health, social care, and regeneration.
- Develop and implement community investment strategies aligned with the BCHG's vision and goals.
- Build and maintain strong relationships with external partners.
- Monitor and evaluate the impact of community investment programs, ensuring measurable social outcomes.
- Identify and develop new community investment initiatives that address local needs and priorities.

Inspirational Leadership

- Work collaboratively with the Executive Team (ET) members to provide vision, leadership, and strategic direction to the whole organisation.
- Actively contribute to and take collective responsibility for all ET decisions, providing effective levels of support and challenge to colleagues.
- Empower Directors and Heads of Service and their teams to achieve agreed standards of performance, compliance, efficiency, and service.
- Positively role model the culture, values and expected behaviours for all people within BCHG.
- Maintain a high level of external focus; being aware of innovation and opportunities that can support, and risks that can challenge, the delivery of our strategic objectives.
- Develop and sustain excellent relationships with key internal and external stakeholders.

Corporate and People Strategy

- Working with the wider Executive Team - scan the operating environment and horizon to ensure that the business remains up to date.
- Lead on the development of the overall housing, care, community and asset/repairs management related strategies.
- Shape the services BCHG provides in response to our strategy, the needs of customers, stakeholders, and other opportunities.

Key Responsibilities and Accountabilities - Continued

Governance and Regulation

- Ensure good governance for all areas of BCHG and contribute to corporate governance by providing professional advice and guidance to the Board and Committees.
- Ensure BCHG operates within all regulatory guidance, statutory and legislative requirements especially in relation to the RSH Consumer Standards.
- Take responsibility for identification, management, and mitigation of risk across BCHG and specifically for our housing and asset management strategy.

People and Functional Management

- Provide clear leadership and direction to all employees within the Customer Services directorate.
- Line manages direct reports within the Customer Services directorate.
- Encourage and promote cross functional working and collaboration within the Customer Services Directorate and between teams and directorates across BCHG.
- Report to the Board and Committees on all Customer Services related activities.
- Be accountable for performance within the Customer Services directorate.

Finance, Budget and Resources

- As part of the ET ensure all assets and resources are used efficiently and effectively.
- Take accountability for the delivery and management of budgets within the directorate and the wider business.

Other

- Ensure all systems and processes in place are fit for purpose and reflect the vision and values of BCHG.
- Carry out all other duties as may be reasonably assigned from time to time, with the level of this job description.

Role contacts

Key internal contacts are:

- BCHG Board
- Member Responsible for Complaints
- CEO and Executive Team
- Heads of Service (Senior Management Team)
- Colleagues across the organisation

Key external contacts:

- Regulator
- Partner organisations
- Funders
- Auditors and external advisors
- Suppliers
- Customers



Person Specification

Appropriate Professional Qualifications

- A minimum of a bachelor's degree in housing, building (or related subject) or chartered membership of the CIH (or similar professional qualification).

Experience and Track Record

- An experienced senior leader, who has led multi-disciplined teams and external partners to deliver excellent customer-focused results.
- Significant experience (likely 5+ years) of managing customer facing teams in an organisation of similar complexity.
- Experienced in a number of Housing service delivery areas including housing management, care and support, strategic asset management, landlord compliance, capital works delivery, carbon reduction, and or building safety,
- Detailed understanding of the regulatory environment in which housing associations operate.
- Significant experience of leading and delivering high level strategies and plans, with an ability to translate this into clear service improvements that can be delivered and actioned.
- Significant experience of working with a Board.
- Proven experience of leading and managing teams through cultural change and business transformation.
- Well-developed financial acumen and commercial skills.
- Excellent people management skills and the ability to inspire and influence those around them, with a proven record for developing others, building capabilities within areas of responsibility, and performance management.
- Able to set clear direction for their areas of responsibility to enable the successful delivery of agreed objectives, taking ownership and accountability for the success and performance management of their areas of responsibility, and taking corrective action as required.
- Inspires a culture of innovation and challenges the organisation and its people to think differently, using their experience and knowledge to optimise results and drive value for money.
- Leading multi-disciplinary teams through change-related projects and programmes designed to deliver workforce transformation.
- A successful track record of working with senior level management teams on strategy and change formulation, implementation and evaluation.
- Extensive 'hands-on' change management experience.
- Experience of working collaboratively with others to achieve success.
- High levels of IT literacy and an understanding of new ways of working.
- Evidence of co-ordinating and demonstrating the importance of value for money in everyday operations.

Person Specification

Leadership and Vision

- A highly visible leader that is confident listening and presenting, that inspires staff and encourages innovation.
- A trusted advisor to the executive team and board, with the ability to be authoritative and assertive with stakeholders at all levels.

Interpersonal Persuasion and Influencing

- Track record in managing challenge and conflict within employee relations and promoting effective relationships.
- Demonstrates high levels of motivation and resilience combined with enthusiasm, commitment and a curious, inquisitive approach to challenge and seek continuous improvement.
- Passionate, committed and self-motivated to inspire staff to change.

Communication

- Ability to engage with staff, peers, board members, tenants and external partners to build relationships based on honesty, trust, mutual respect and integrity to inspire confidence and respect.
- Knowledge of the digital/social media opportunities to aid communication and drive business success.

Financial and Risk Management

- Demonstrable governance and financial compliance management experience within a Housing environment to ensure robust compliant operations.
- Sound knowledge of legislation and good practice in relation to employment law, etc.
- Evidence of a balanced approach to risk management within a housing environment, taking account of business need and risk and providing balanced advice and direction based on sound judgement.



Our Offer

Salary	£120,000 per annum
Leave entitlement	31 days per year plus 8 bank holidays and 1 concessionary day at Christmas. Colleagues have the opportunity to purchase additional leave.
Location	Our Head Office is based in Rowley Regis and whilst we do operate a hybrid working model, there is an expectation of visible leadership.
Notice period	6 months.
Pension	BCHG operate a Defined Contribution Scheme through SHPS with a maximum employer contribution of 7%.
Health and Wellbeing	We operate a number of wellbeing initiatives including annual health screening and a GP online service.



How to Apply

If you would like to apply for this position, please follow the guidelines below.

Application Process

Please submit an up-to-date Curriculum Vitae (CV) and covering letter, ensuring that you quote the following reference number **ema:491**

It is important that your CV highlights supporting evidence of how your previous experience and skills relate to the criteria outlined in the Job Description and Person Specification. Within your CV, please supply the following:

- Full name and postal address;
- Work and home telephone number, mobile number and email address (NB most written communication with you will be electronic);
- Current salary;
- Employment history (explaining any gaps);
- Education and dates your qualifications were obtained;
- Current memberships of relevant professional bodies and dates;

Your covering letter (maximum of 3 pages) should be used to convey why you are attracted to this role and what you will bring to this role. The covering letter is considered an important aspect of your application and will be used to assess your motivation for the role.

Please also complete the declaration form which includes equalities monitoring information. The equality and diversity information you provide will be treated in the strictest of confidence, will not be disclosed to the interview panel and will form no part of the selection process.

The timetable for the selection process is included below. In your supporting letter, please advise us if you have any difficulty with the outlined dates and/or any other dates when you are unavailable for assessment. We try to offer flexibility but it can be difficult to convene the selection panel outside the advertised selection dates due to diary commitments.

Please return your application by **28 April 2025** to our retained consultants at ema to: **responsehandling1@emaconsultancy.org.uk**

Your application will be treated with strictest confidence.

Assessment and Selection Process

All applications will be considered and assessed against the requirements of the Person Specification in order to select an initial long list of candidates. If you have been successful at this stage ema will contact you via telephone/ email immediately following the initial longlisting meeting with Black Country Housing Group.

Process	Date
Closing Date	28 April 2025
First Stage Interviews (Virtual)	w/c 5 May 2025
Final Interviews and Assessments	w/c 19 May 2025

Contact Details

If you have any queries about the position or the selection process; or if you would like an informal and confidential discussion with our consultant, please do not hesitate to contact Ian Robertson on 07947 126329

Additional information

Additional information about BCHG is available on our website – <https://www.bchg.co.uk>.

