

Brief for the appointment of

# Regional Director



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# About us

Home Group is a housing association with a difference. We are proud of our heritage as one of the nation's largest providers of high-quality housing, integrated health and social care for people in the UK.



## Our history

We've been making a difference to people's lives since 1935. Created in the North-East but now with a presence in England and Scotland, we support around 150,000 customers across 55,000 properties and have a turnover of £450 million and over 3,000 brilliant colleagues.

We're proud of our roots, but what keeps us going is what we're doing right now - making a difference to people and their communities and shaping the future of housing.

## Our services

Home Group operates through three key business areas:

- **Operations** – delivering services to customer in rented, shared ownership, leasehold and supported markets.
- **Care** – the design and development of integrated health and care services.
- **Development** – building homes for outright sale, affordable housing and supported housing.

The delivery of these services is assisted by support services which provide asset management, risk and assurance, compliance, health & safety, communications, marketing, strategy, business development, finance, human resources, company secretary, information systems, legal services and procurement.

## Our strategy

Our current strategy, launched in March 2022 is 'an evolution not revolution' of the previous five years, continuing our mission of building homes, independence and aspirations. The new strategic goals focus on customer outcomes rather than the pursuit of core targets, although we do have clear performance indicators which ensure colleagues are accountable and commercial in line with our values. You can read more about our strategy [here](#).



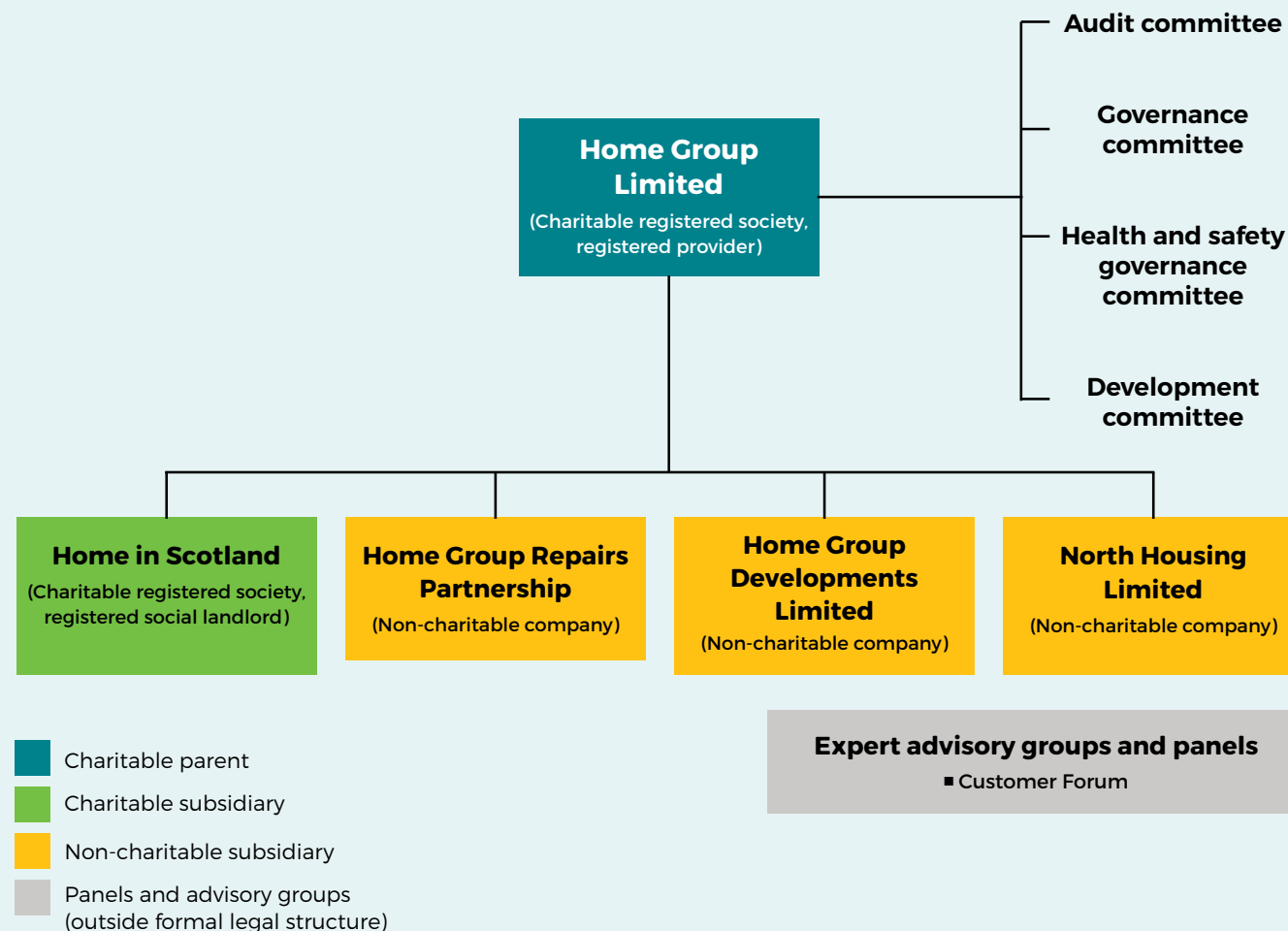
## Legal structure

The way in which each part of our legal structure is incorporated and our legal status can be summarised as follows:

Home Group Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 (registered number 22981R). We have charitable status but are exempt from registration with the Charity Commission – it is a ‘charity’ but not a ‘registered charity’. We are Registered Provider of Social Housing (Regulator of Social Housing registered number L3076). We are Authorised and Regulated by the Financial Conduct Authority (FCA).

Home in Scotland Limited is a registered society under the Co-operative and Community Benefit Societies Act 2014 (registered number 1935R(S)) and is a charity registered with the Office of the Scottish Charity Regulator (Scottish Charity No. SC005247). Its registration number with the Scottish Housing Regulator is HAL90. The legal relationship between Home Group Limited as ‘parent’ and Home in Scotland Limited as ‘subsidiary’ is documented principally within the Rules of Home in Scotland Limited and within a Joint Arrangement Deed.

## Home Group structure chart



## Our mission

### To build homes, independence and aspirations

- **Building homes** – we will increase the number of homes of all types that we build. That means quality homes and places that people want to live in.
- **Independence** – we want to make a difference to people's lives for the better. We will improve life chances for customers by offering training and employment opportunities to help them live independently with their lives.
- **Aspiration** – we truly listen to our customers, if they want to own their own homes or achieve their personal goals, we will help them do just that.

## Our goals

- These continue to support our mission. They are more of an evolution than a revolution.



## Our values

- Our values guide every aspect of the way we work together, as board members and colleagues alike. We believe our values support our delivery by being a cultural launchpad.



## Equality, diversity and inclusion

Great things happen when we can be ourselves at work, equality. We want all our colleagues and customers to feel they can be who they are, without any fear of prejudice, discrimination or injustice.



We want everyone to be themselves and feel part of a great community, working together with a common purpose.

We value each and every colleague for who they are and the contribution that they bring to our customers. In fact, 93% of our colleagues have told us our managers and senior leaders support equality, diversity and inclusion at Home Group (Great place to work, 2023).



## Our customer promise

Our customer promise makes sure that our customers can hold us to account on the things that matter to them the most. We know our customers know their communities and neighborhoods best, so we worked with almost 300 customers from Somerset to Dundee, to develop our Customer Promise; a set of guiding statements where we can measure how we're performing and hold ourselves accountable.

They're not just words – we've been achieving some great things alongside our customers and communities but we know there is more to do.

For more information about our customer promise, take a look at our [website](#).



A key pillar of our five-year strategy is to deliver for our customers and communities which means first and foremost, getting the basics right for our customers; this comes before anything else.

We will collaborate more with a wider range of customers and partners so that we can ensure we are delivering on the things that matter every day. This includes better maintenance, greater customer voice and supporting our customers throughout the cost-of-living crisis, providing help including targeted advice, 1-2-1 support and financial assistance for those who need it most.







## Our finances and governance

Our Group turnover in March 2023 was £453.8 million, an increase of £33.7 million from the previous year. The main driver of this increase was an increase in income from social housing lettings and new build sales. Our surplus before tax for this period was £24.9 million. We have invested heavily last year across the business, building new homes and ensuring our existing ones are fit for purpose.

Our S&P Global rating was affirmed at 'A-' with a stable outlook in August this year.

In 2022, the Regulator of Social Housing regraded its previous assessment to G1/V2 (from G1/V1 where we had been for many years) in a reflection of the increasingly challenging external environment and our exposure to housing market risk from open market sales in our development programme.

## Our assets

As one of the UK's largest providers of high quality housing and supported housing services and products, we currently house over 125,000 people across more than 55,000 properties, operating across 192 local authority areas with 50% of stock within 17 local authorities, primarily affordable tenures. These are a variety of tenures, including social, affordable, shared ownership and supported homes. Over the last five years we have built over 7,500 homes. As a large developer we have ambitious plans in our new strategy, and it's vital that we build the homes that our customers want to live in.

As at March this year, we have invested £179.6 million to deliver 1,098 homes across England and Scotland, 685 if those being social housing. We also

started work on a major regeneration scheme in the London Borough of Barnet. The Douglas Bader Park estate will benefit from 392 new, energy efficient, affordable homes, replacing 272 homes that were much in need of change. They will be complemented by 361 homes for sale in an overall mix of tenure blind apartment blocks, maisonettes and houses.

We also invested £152 million last year improving and maintaining our customers' homes, including £15 million on building safety works.



## The role

**Job title** - Regional director  
**Reports to** - Executive Director of Customers and Communities

### The job in a nut shell

You'll lead on developing and driving Housing Service Delivery in your region, disrupting traditional Housing practices and ensuring Home Group is recognised as a market leading provider in your region.

With clear ownership of your region's profit and loss accounts, you're responsible for setting an operational plan to enable and achieve our strategy, driving performance whilst operating within regulatory and legal requirements. It's about providing strong, clear, and expert leadership, promoting a culture of Customer Service transparency and excellence – creating a positive shadow across your region. Success is reflected Tenant Satisfaction Measures and Customer Promise outcomes.

### What success will look like...

We'll have a robust **operational plan** in place for the region to achieve our strategic goals. There will be clear expectations and standards set in relation to housing and communities and colleagues will be able to clearly articulate how their roles link to our strategy, operational plans and the overall customer experience. Success is reflected Tenant Satisfaction Measures and Customer Promise outcomes.

As a key member of our Senior Leadership team, you'll drive our **customer-centric culture** across the region, delivered through championing, challenging, influencing, and mentoring. You'll lead by example to champion our customer culture across the organisation delivered collaboratively with your peers and teams. Your inspiration will create the right working environment to nurture and drive success.

We are exemplary and **industry leading when it comes to your regional housing portfolio** – working closely with our Customer Experience team to act on what our customers are telling us. Customer voice shapes our thinking, planning and delivery giving our diverse customer base and what they need before they need it. You'll be the in-house expert on Housing Regulation (and OFSTED where relevant) ensuring our services meet and exceed Regulatory requirements.

You will work with a range of internal experts and service providers, (for example repairs and maintenance, building safety, asset management teams) to ensure that our **homes, buildings and communal areas are safe and of good quality** for our customers.

You will implement a regime of regular estate inspections and compliance checks to maintain the quality and safety of our homes and buildings. This will also help you **direct the right investment for responsive and planned maintenance** as well as

general upkeep of our homes and estates. You will have strong local relationships, including where there are third parties, like managed agents involved in the properties. A good understanding of mixed tenure communities is key, and different customer needs and legislative requirements will form part of this understanding and how we manage and set customer expectations and deliver satisfaction.

Customer needs are anticipated through collaborative working our Customer Experience and Repairs and Maintenance teams. Proactive maintenance works in planned thoroughly.

**Complaints** are handled swiftly, respectfully and with outcomes clearly communicated. It goes without saying that complaints will be handled comfortably within both codes or practice and regulation, and you will champion a positive complaints culture.





Through effective coaching, support and **people management**, you will inspire, influence and embed a high-performing culture making it a great place to work that embodies our values and brilliant people behaviours. We continue to grow our own workforce and have succession planning in place.

Regular **horizon scanning** will be part of what you do, keeping abreast of what's to come through Regulators, the political landscape, legislative changes both nationally and locally. Insight is shared with key stakeholders to ensure that colleagues know the direction of travel. We'll all be in it together with shared vision and focus on delivery.

Proactive **community plans** are in place that empower our customers and deliver aspirations to shape our communities and facilitate economic and social mobility of our customers.

Working with your peers in Maintenance, Customer Experience, Public Affairs and Asset you'll ensure Home Group's reputation is enhanced and maintained across the region and risks are mitigated as and when they arise. Best practise is shared across the sector and beyond. Home Group are

seen as an exemplar in Housing through developing and maintaining strong and trusted relationships with external stakeholders.

You'll be **commercially laser sharp** – being accountable for all financial and non-financial performance in your region. You'll use information and analysis to make key decisions about the best use of resource to achieve strong performance across a balanced scorecard. You will also drive business growth – that's about working with development colleagues to have new rented stock in areas of high demand and growing supported revenue through new services and strong local relationships.

You'll consistently deliver a surplus year-on-year through effective and transparent **profit and loss management**. You'll stay close to the financial performance of the region throughout the year, making in-year adjustments as necessary to respond to customer and organisational needs. You will drive other departments in the right direction to help deliver your surplus target.

## The person

You'll already have these brilliant skills, qualifications and knowledge...

### Transferable skills

#### **We have a win - win mentality.**

- Think holistically, who else will this decision impact and what are the benefits for them?
- Be positive and solution focused.
- Clear rationale - making sound decisions based on all the information available, using objective criteria to reach the best outcome for all of Home Group.

#### **We get where our customers are in their lives.**

- Understand how your role makes a difference to our customers.
- Advocate for our customers regard less of who they are and amplify their voices.
- Have conversations that count - brilliant conversations happen right across your teams and individuals deliver our strategy and reinforce those connections through great communication.

#### **We are great influencers.**

- Understand our strategy and customers and able to articulate the benefits of change.
- Actively talk and is clear about our mission, strategy, goals, values, and customer promise with our teams keeping us all heading in one direction.

#### **We know how the world works and our place in it.**

- Take ownership for understanding the external influences on Home Group and what our competitors are doing.
- Understanding the direction we are taking and explain the reasons behind key decisions.
- We work in partnership with our customer to shape future services, amplifying their voices.





## Technical qualifications, experience and knowledge

Experience of working in a person-centered regulatory environment.

Extensive demonstratable experience in leading high performing Housing teams in complex mixed tenure, regulated environments with a track record for successful strategic planning and delivery.

Commercially focused mindset and highly experience in successfully managing complex Profit and Loss Accounts driving efficiencies and proactively building on opportunities whilst balancing Customer Experience.

Outstanding leadership skills and strategic thinker, able to engage, influence and transform to drive Housing excellence and lead significant change.

Experience of building and maintaining win-win relationships with key external stakeholder to enhance customer experience, ensure our homes are of good standard and identify commercial opportunity.

Excellent people management skills, able to inspire, influence and embed a motivating performance culture. Not afraid to have challenging conversations and make difficult decisions.

Significant experience of working collaboratively with other teams across an organisation to deliver the best outcomes for our customers and the homes they live in.

Extensive understanding of the political and regulatory drivers impacting the Housing Sector and customers within different tenure types.

## We'd also love you to have, or be brilliant at... (but don't worry if you're not)

A Chartered Institute of Housing Level 5 qualification in Housing or be willing to work towards it.

Knowledge and experience of successfully delivering OFSTED Registered Services.

## We're all accountable for...

Health and Safety of our ourselves and others; put simply this includes taking the time to complete all learning, understanding your role-specific responsibilities, working with reasonable care and taking steps to address and report problems related to Health and Safety.

Taking a proactive approach to your learning and development in order to

be the best you can be. This includes understanding and keeping up to date with all of our relevant policies and processes as well as taking advantage of all the learning opportunities and resources available to you ... they're there for a reason but don't worry, we'll help keep you informed along the way.

Promoting equality, diversity and inclusion as a top priority at Home Group; leading by example in your actions and demonstrating our Brilliant People behaviours.

Keeping things compliant! You'll have role-specific and organisational goals but it's important you take these seriously and keep people and information secure and safe within the scope of doing your bit here at Home Group.

Comfortable operating in a modern digital workplace, including using digital tools to work collaboratively and productively.

## Other important stuff...

You'll be a budget holder? No  Yes   
 You'll manage people? No  Yes  (Up to 10 direct reports)  
 We all work flexibly at Home Group but the level of travel in this role is usually Occasional  Regular  Frequent   
 This role requires a DBS check No  Yes



