

**WE'RE
MUIR**

**Executive Director
Recruitment
Candidate Information Pack**
August 2022



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Welcome

Thank you for your interest in our Executive Director roles.

I hope that having read this recruitment pack you will be excited by these opportunities.

We are a dynamic and ambitious organisation that puts residents at the heart of everything we do and looks to improve our residents' quality of life by listening to them and investing in the quality of their homes, the services we offer and the neighbourhoods in which they live.

WE'RE MUIR

We are proud of our history and are a financially strong and well governed organisation, having the highest ratings from our Regulator. However, we are keen to grow and develop to meet the current and future needs and aspirations of our residents.

It's an exciting and interesting time to join us as we re-fresh our Corporate Strategy to ensure we can respond positively to the challenges which face the sector and be well placed to take opportunities that help us achieve our Corporate Strategy and deliver for our residents.

We are looking to appoint two Executive Director colleagues to contribute to our Corporate Strategy development and delivery and help us turn our ambitions into reality.

As one of our Executive Directors you will play a key leadership role across Muir Group.

The **Executive Director Homes** will be our strategic lead for the portfolio that includes strategic asset management, asset investment, all property services, planned maintenance, our repairs service, compliance, sustainability, and our development programme.

The **Executive Director Customer Experience** will be our strategic lead for the portfolio that includes co-regulation and consumer regulation compliance, customer communications and engagement, customer experience, housing services and supported housing.

We are keen to hear from individuals with proven strategic leadership experience, who can connect operational innovation to our strategic priorities and increase our capacity to invest in great customer outcomes.

This is an exciting time to join Muir and I look forward to receiving your application.

Catherine Dixson

Chief Executive



About Us

We own and manage more than 5,500 homes across the country and provide a range of housing solutions and associated services to meet the needs of existing and potential customers. We also have an ambitious development programme. We were established in 1968 and formally registered as a housing association with the Housing Corporation (now Homes England), the Registry of Friendly Societies and the National Housing Federation in 1976. Muir Group Housing Association Limited is an exempt charitable Registered Society, registered under the Co-Operative and Community Benefit Societies Act 2014 and a Registered Provider under the Housing and Regeneration Act 2008.

Our Corporate Plan... in summary...

Our Purpose - Working with People to Maximise their Quality of Life

Our priority will always be our existing customers, homes and communities and we are committed to helping those in housing need and will build 500 new homes over the next 5 years. Through our services we want to work with people to maximise their quality of life and focus on the things that really make a difference.

Key Themes



Our Objectives

For Our Customers - We will deliver the services our customers expect, to the highest possible standards, whilst ensuring value for money. We will continuously develop our offer, in partnership with our customers, to meet future aspirations.

For Our Homes & Communities - We will invest in our homes and communities to keep people safe and provide a good quality home and location in which to live. We will build 500 new homes over the next five years and actively seek to manage and improve our impact on the environment.

For Our Colleagues - We will value and develop our staff and listen and act on their views. We will provide staff with opportunities. We will invest in their wellbeing. We will value and develop our Board and National Residents Group. We will continue to be a great employer.

For Our Business - We will govern and manage our business to the highest possible standards, ensuring it is adaptable, resilient and sustainable. We will work in partnership with others to support the delivery of our objectives.

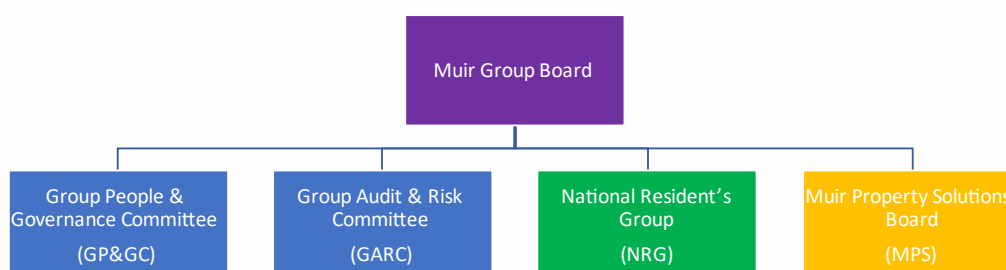


Our Values

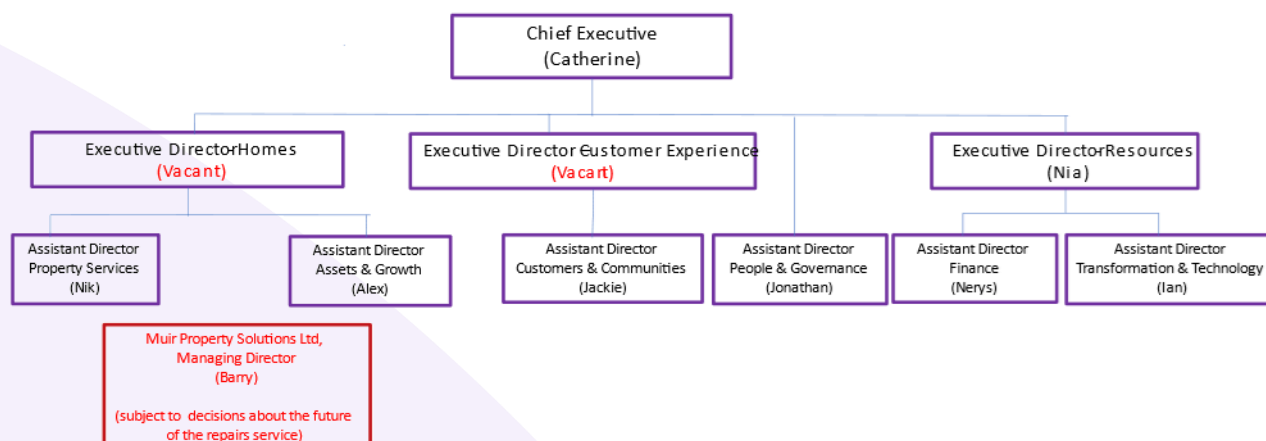
CARING.RESPONSIVE.PASSIONATE.INCLUSIVE.DYNAMIC.HONEST.

CARING:	We care about people and achieving results.
RESPONSIVE:	We put our customers first, giving great service and doing what matters most to them.
PASSIONATE:	We take pride in what we do and always strive to do better.
INCLUSIVE:	We work together and value each other.
DYNAMIC:	We have a positive, solution-oriented attitude.
HONEST:	We have high ethical values, standards and strong governance.

Our Structure



Muir Leadership Team



Further Reading: www.muir.org.uk

Job Description

Executive Director – Customer Experience

Reporting to: Chief Executive
Direct Reports: Assistant Director – Communities & Customer Experience

Responsible for (Staff): Circa 80 Staff
Responsible for (Delivery): Communities and Customer Experience, including housing, income and leasehold management, supported housing and the customer experience team

Job Purpose

- Lead, through clear, consistent and inspirational leadership the staff within the Customer Experience Department and across the wider organisation to ensure the delivery of Muir's Corporate objectives and strategic aspirations, particularly in relation to the delivery of excellent value for money services to all Muir Group customers.
- Effectively lead and support the department's management team to deliver the team's agreed objectives, projects and performance, thereby contributing to the Muir's overall success.
- Effectively develop, lead and implement organisational strategies that drive excellence across the service areas within the department.
- As a member of the Executive Management Team and Joint Leadership Team play a major role in developing strategy, policy and standards across all of Muir Group's service areas and functions.
- Provide high level advice and support to the Board, committees and the Executive Management Team on all areas relating to the work of the department so they may meet their roles and responsibilities in the most effective way.
- Ensure the delivery of an efficient and effective Communities and Customer Experience service.
- Assume the role of 'Responsible Person' for the purposes of compliance with the Regulator's Consumer Standards.



Main Duties and Responsibilities

Operational / Functional Specifics

1. Responsible for the provision of an excellent customer service and experience across all areas within the department and for promoting a service excellence culture across the organisation.
2. Responsible for resident involvement and engagement at all levels, including within the governance structure, by implementing structures and support mechanisms which maximise the benefits of involving and engaging as wide a representative a group of residents as possible. In doing so ensure that Muir meets the co-regulatory requirements, as specified by the Regulator.
3. Responsible for the delivery of Muir Group's strategies for older and vulnerable people which aim to enhance the ability of individuals to live independently in the community. Shape care and support services to meet the changing demographics of communities, national and local priorities, and the diverse needs of vulnerable people within communities.
4. Support the Group's ambitions to be more than just a landlord in the areas where it works.

Dimensions and Special Features

Leadership and Management

1. To recruit, lead, develop and motivate all staff in the department to provide high performing services, ensuring that staff are motivated, appraised, and that their training and development needs are met.
2. Responsible for leading and promoting a culture of openness across the department and organisation, where staff share a common sense of purpose and are encouraged and supported to use their initiative and take responsibility for their actions. Promote and support a culture and behaviours which reflect the organisations values thereby creating a better place to work and encouraging and supporting enhanced performance.
3. To prepare and present reports to the Board, committees and the Executive Management Team in a timely manner.
4. To lead the review, development and continuous improvement of the department.
5. Take responsibility for own personal development, updating knowledge of changes in legislation, best practice and other developments relevant to the role.
6. Deputise for the Chief Executive as and when required.

Strategy, Planning and Organising

1. Make a significant contribution to the development, review and monitoring of Muir Group's Vision, Corporate Plan, Financial Plan and Corporate Projects. Lead on the development of the departments goals and objectives. Ensure they are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.
2. Develop and lead on organisational strategies across the department that drive excellence in customer experience. Ensure these are in line with Corporate Plan goals and objectives, are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.

Financial & Risk

1. Responsible for the development, management and monitoring of all budgets relevant to the department, ensuring that expenditure is kept within budget and delivered in accordance with the financial regulations, standing orders and audit requirements, taking appropriate action when variances occur.
2. Responsible for maximising the income e.g. by effectively managing rent arrears and void property losses.
3. Fully analyse and assess all risks associated with the activities of the department and ensure that mitigating actions and effective risk management systems are employed to minimise the identified risks in line with Muir Group's Business Assurance and Risk Management Framework. Particular areas of focus include maximising income, minimising losses, customer service, value for money and health and safety.

Policy & Procedure

1. To oversee the development of policies and procedures across the department that drive excellence in customer service and experience. Ensure these are in line with Corporate Plan goals and objectives, are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.
2. Ensure training and guidance is provided in relation to the departments strategies, policies and procedures.
3. Monitor and ensure compliance across all departmental policies and procedures.

Service Delivery

1. Ensure the department provides a responsive and effective customer service that is valued by customers through the provision of dedicated resources.
2. Take a lead role in promoting a service excellence culture and approach across the organisation.

3. To ensure the quality of the services across the department provided are of the highest possible standard, represent good value for money, embrace best practice and meet expectations
4. Ensure that customer enquiries, complaints and feedback (including external stakeholder enquiries) are handled efficiently and effectively and feedback, in whatever form, is used to identify lessons learnt and continuously improve services.
5. Ensure appropriate data and customer insight is used to improve the customer experience and improve the efficiency of systems and services.
6. Ensure that resident engagement structures have an influence at a national and local level to improve the quality of service delivery.
7. Ensure that contracted external providers who deliver services on behalf of Muir comply with the requirements of the appropriate management contract. Through effective monitoring and reporting, provide assurance that risks are adequately assessed and that any priority actions are highlighted, resourced and implemented as required.

Continuous Improvement

1. To lead the review, development and continuous improvement of the departments services, setting out all related major initiatives and key milestones in the appropriate strategic planning documents.
2. To monitor and review innovation and best practice across the sector and beyond to help form strategies, plans and projects that improve the customer experience and/or improve Muir's efficiency. Ensure that learning is widely shared throughout Muir Group.
3. Promote and facilitate multi-disciplinary working where there are opportunities to develop innovative solutions, new products or new approaches to service delivery.

Monitoring & Reporting

1. Ensure performance across the department is closely monitored and swift corrective action is taken where performance is below agreed targets.
2. Ensure that quality and control assurance processes e.g. internal audit are supported and that recommendations are implemented effectively and in line with agreed timescales.
3. Develop action plans to deliver strategic objectives, which include SMART targets and are capable of supporting systems (for individuals, teams and the business) for target setting and performance review.
4. Ensure the intended impact of strategies, policies and procedures are adequately monitored, evaluated and reported, taking corrective action where required.

Relationships, Networking and Profile

1. Lead the development and continual review of partnership working at a high level, both internally and externally, to help achieve Muir's corporate objectives. To foster good working relationships with all key stakeholders and represent Muir at a senior level to ensure that communications and relationships are developed and maintained.
2. Network across the areas of operation as appropriate to ensure the business and its objectives are known and understood by key agencies including local authorities and other stakeholders.
3. Ensure positive working relationships within the department and with all other areas of Muir.
4. Develop a substantial network of suitable contacts among agencies and individuals likely to assist in promoting Muir's ambition as a provider of excellent services and develop new and creative partnerships to create further business opportunities.
5. Raise Muir's profile in the sector generally and with peers, partner organisations, and other stakeholders.
6. Ensure excellent relationships with customers, communities, local authorities, regulatory bodies, and other stakeholders and partners.

General Health & Safety

1. Ensure that health and safety related policy, procedures, safe systems of work and control measures are developed, fit for purpose, are in place, communicated, understood and adhered to.
2. Ensure that health and safety is integrated within all decisions, and considered as a risk in decision making.
3. Ensure the provision of a safe place of work for Muir's work force.
4. Ensure proactive and detailed communication and as required consultation with the work force in relation to health & safety.
5. Promote and ensure positive health & safety behaviours and culture.
6. Ensure that health & safety performance is tracked, monitored and reviewed.
7. Ensure all health & safety related accidents and or incidents are reported, recorded and investigated with any learning being shared accordingly.
8. Challenge any and all unsafe behaviours and practices.



Job Description

Executive Director – Homes

Reporting to: Chief Executive
Direct Reports: Assistant Director – Property Services
 Assistant Director – Assets & Growth

Responsible for (Staff): Circa 40 staff across the following areas:

Responsible for (Delivery): Property Services
 Repairs Service
 Assets and Growth

Job Purpose

- Lead, through clear, consistent and inspirational leadership the staff within the department and across the wider organisation to ensure the delivery of Muir's Corporate objectives and strategic aspirations, particularly in relation to the delivery of excellent value for money services to all Muir Group customers.
- Effectively lead and support the department's management team to deliver agreed objectives, projects and performance, thereby contributing to the overall success of the organisation.
- Effectively develop, lead and implement organisational strategies that drive excellence across the service areas within the department.
- As a member of the Executive Management Team and Joint Leadership Team play a major role in developing strategy, policy and standards across all of Muir Group's service areas and functions.
- Provide high level advice and support to the Board, committees and the Executive Management Team on all areas relating to the work of the department so they may meet their roles and responsibilities in the most effective way.
- Ensure the delivery of an efficient and effective Property Service, Repairs Service and Assets and Growth service.
- Assume the role of 'Nominated Person' in terms of Corporate responsibility for landlords health and safety.

Main Duties and Responsibilities

Operational / Functional Specifics

1. Responsible for the delivery of a highly effective property service, repairs service and investment service.
2. Responsible for landlord's health and safety and delivering compliance with all legal, regulatory and best practice expectations.
3. Responsible for delivery of Muir's growth ambitions via the delivery of new homes and via non-organic growth opportunities.
4. Responsible for maximising the financial and social return of Muir's assets through regular review of performance and planned interventions where required.
5. Support the Group's ambitions to be more than just a landlord in the areas where it works.





Dimensions and Special Features

Leadership and Management

1. To recruit, lead, develop and motivate all staff in the department to provide high performing services, ensuring that staff are motivated, appraised, and that their training and development needs are met.
2. Responsible for leading and promoting a culture of openness across the department and organisation, where staff share a common sense of purpose and are encouraged and supported to use their initiative and take responsibility for their actions. Promote and support a culture and behaviours which reflect the organisations values thereby creating a better place to work and encouraging and supporting enhanced performance.
3. To prepare and present reports to the Board, committees and the Executive Management Team in a timely manner.
4. To lead the review, development and continuous improvement of the department.
5. Take responsibility for own personal development, updating knowledge of changes in legislation, best practice and other developments relevant to the role.
6. Deputise for the Chief Executive as and when required to do so.

Strategy, Planning and Organising

1. Make a significant contribution to the development, review and monitoring of Muir Group's Vision, Corporate Plan, Financial Plan and Corporate Project List. Lead on the development of the departments goals and objectives. Ensure they are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.
2. To develop and lead on organisational strategies across the department that drive excellence in property services, repairs services and assets and growth. Ensure these are in line with Corporate Plan goals and objectives, are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.

Financial & Risk

1. Responsible for the development, management and monitoring of all budgets relevant to the department, ensuring that expenditure is kept within budget and delivered in accordance with the financial regulations, standing orders and audit requirements, taking appropriate action when variances occur.
2. To ensure the production of a 30-year asset investment plan to inform the business plan, maintain the long-term value of homes, meet the needs of current and future residents, as well as reflecting short term priorities and resources.
3. Responsible for maximising Muir's income by effectively managing void property losses.
4. To fully analyse and assess all risks associated with the activities of the department and ensure that mitigating actions and effective risk management systems are employed to minimise the identified risks in line with Muir Group's Business Assurance and Risk Management Framework. Particular areas of focus include maximising income, minimising losses, customer service, value for money and health and safety.

Policy & Procedure

1. To oversee the development of policies and procedures across the department that drive excellence in property services, repairs services, and assets and growth. Ensure these are in line with Corporate Plan goals and objectives, are adequately resourced, comply with legislation, good practice and regulatory requirements and underpin all strategic objectives.
2. Ensure training and guidance is provided in relation to the department's strategies, policies and procedures.
3. Monitor and ensure compliance across all the department's policies and procedures.

Service Delivery

1. Ensure the department provides a responsive and effective services that are valued by customers through the provision of dedicated resources.
2. To ensure that the quality of the services provided across the department are of the highest possible standard, represent good value for money, embrace best practice and meet expectations.
3. Ensure that contracted external providers who deliver services on behalf of Muir comply with the requirements of the appropriate management contract. Through effective monitoring and reporting, provide assurance that risks are adequately assessed and that any priority actions are highlighted, resourced and implemented as required.

Continuous Improvement

1. To lead the review, development and continuous improvement of the departments services, setting out all related major initiatives and key milestones in the appropriate strategic planning documents.
2. To monitor and review innovation and best practice across the sector and beyond to help form strategies, plans and projects that improve services and/or improve efficiency. Ensure that learning is widely shared throughout Muir Group.
3. Promote and facilitate multi-disciplinary working where there are opportunities to develop innovative solutions, new products or new approaches to service delivery.

Monitoring & Reporting

1. Ensure that performance across the department is closely monitored and swift corrective action is taken where performance is below agreed targets.
2. Ensure that quality and control assurance processes e.g. internal audit are supported and recommendations are implemented effectively and in line with agreed timescales.
3. To develop action plans to deliver strategic objectives, which include SMART targets and are capable of supporting systems (for individuals, teams and the business) for target setting and performance review.
4. Ensure that the intended impact of strategies, policies and procedures are adequately monitored, evaluated and reported, taking corrective action where required.

Relationships, Networking and Profile

1. To lead the development and continual review of partnership working at a high level, both internally and externally, to help achieve Muir Group's corporate objectives. To foster good working relationships with all key stakeholders and represent Muir Group at a senior level to ensure that communications and relationships are developed and maintained.
2. To network across the areas of operation as appropriate to ensure the business and its objectives are known and understood by key agencies including local authorities and other stakeholders.
3. Ensure positive working relationships within the department and all other areas of Muir.
4. To develop a substantial network of suitable contacts among agencies and individuals likely to assist in promoting Muir's ambition as a provider of excellent services and develop new and creative partnerships to create further business opportunities.
5. To raise Muir's profile in the sector generally and with peers, partner organisations, and other stakeholders.
6. Ensuring excellent relationships with customers, communities, local authorities, regulatory bodies, and other stakeholders and partners.

General Health & Safety

1. Ensure that health and safety related policy, procedures, safe systems of work and control measures are developed, fit for purpose, are in place, communicated, understood and adhered to.
2. Ensure that health and safety is integrated within all decisions, and considered as a risk in decision making.
3. Ensure the provision of a safe place of work for the Associations work force.
4. Ensure proactive and detailed communication and as required consultation with the work force in relation to health & safety.
5. Promote and ensure positive health & safety behaviours and culture.
6. Ensure that health & safety performance is tracked, monitored and reviewed.
7. Ensure that all health & safety related accidents and or incidents are reported, recorded and investigated with any learning being shared accordingly.
8. Challenge any and all unsafe behaviours and practices.





Person Specification – both roles

Executive Director - Customer Experience

Education & Qualifications

- Appropriate professional qualification such as CIH or equivalent graduate level qualification is essential
- Degree level education or equivalent through relevant training/experience

Experience, Knowledge & Understanding

- Substantial experience at senior management level, with departmental and budgetary responsibility
- Experience of working at senior level with Boards and Committees
- Substantial senior level experience in an ambitious, customer-focused culture
- Able to lead teams which deliver a range of customer services including delivery of programmes and projects
- Can evidence high levels of commitment to effective customer involvement and engagement in the delivery of services and service reviews
- Experience of operating within a diverse organisation
- Can demonstrate knowledge of current best practice across the role portfolio
- Demonstrable recent experience of leading on significant organisational change activities such as restructures
- Understanding of change management processes within organisations and the need for effective communications

Executive Director - Homes

Education & Qualifications

- Appropriate professional qualification such as RICS, CIOB or equivalent graduate level qualification is essential
- Degree level education or equivalent through relevant training/experience

Experience, Knowledge & Understanding

- Substantial experience at senior management level, with departmental and budgetary responsibility
- Experience of working at senior level with Boards and Committees
- Substantial senior level experience within social housing or a comparable sector
- Able to manage large numbers of properties across a diverse geography including delivery of programmes and projects
- Extensive experience of managing some or all of the functions outlined
- Able to successfully procure and deliver large capital investment and development programmes
- Experience of operating within a diverse organisation
- Can demonstrate knowledge of current best practice across the role portfolio
- Demonstrable recent experience of leading on significant organisational change activities such as restructures
- Understanding of change management processes within organisations and the need for effective communications



Core Competencies for all Executive Directors

Skills, Abilities, Behaviours & Work-Related Qualities

Our Values

We have outlined our values earlier in this document. We expect our Executive Directors to demonstrate a commitment to all our values in order to deliver high quality services to customers and achieve our objectives.

Commercial awareness

- Able to understand and interpret complex financial information
- Knowledge and understanding of business processes
- Demonstrable business acumen and commercial awareness
- Excellent negotiator and arbiter
- Substantial understanding and ability to demonstrate effective management of risk

Customer Service & Quality Focus

- Demonstrates commitment to high quality customer experience in all activities
- Ensures quality and productivity goals and standards are met
- Can quickly develop and sustain effective and long-lasting partnerships

Thinking Skills

- Highly numerate and data rational
- Demonstrates a systematic and analytical approach
- Effectively gathers, analyses and utilises information
- Has excellent problem solving and decision-making skills
- Thinks strategically
- Critically evaluates options and solutions before making decisions
- Balances logic and intuition

Managing, Leading & Team Working

- Demonstrates highly effective leadership skills
- Sets stretching performance targets for self and team whilst generating team spirit
- Creates opportunities to develop the team and others and shows determination to reach these targets
- Empowers and enables others
- Adopts an assertive and fair style

Persuasion & Influencing

- Always represents the organisation positively and professionally
- Networks and builds effective working relationships with others
- Persuades and achieves co-operation of others
- Negotiates confidently and effectively at all levels internally and externally
- Adopts a confident approach and is able to challenge effectively

Adaptability & Resilience

- Adapts positively to and sponsors change
- Shows resilience in handling conflict
- Handles pressures of meeting targets and deadlines positively for self and team

Personal Motivation & Commitment

- Demonstrates drive and determination



- Self-motivated
- Seeks ways to continuously improve and learn
- Evidence of continuous professional development
- Committed to strong governance

Equality & Diversity

- Champions the rights of people to a decent home
- Ensures equality of opportunity for all people whether employees or customers
- Recognises and endeavours to reflect the diversity of the communities where Muir Group works through its employment and governance structures

Working Environment

- Able to travel to and work from a number of work locations throughout the UK
- Able to work additional hours as and when required including evenings and weekends
- Able to stay away from home on business trips as and when required
- Able to be contacted out of hours in emergency situations
- Able to work within a busy office environment
- Able to lone work as and when required
- Ability to deal with frequent disruptions and competing priorities

Summary of Terms & Conditions

- Salaries:
Executive Director – Homes up to £112K
Executive Director – Customer Experience up to £110K
- Company Car – an allowance of 10% of gross salary
- Pension – DC pension scheme with an employer's contribution up to 10.5%
- Annual Leave – 25 days rising to 28 days per annum after 4-years' service
- 35-hours per week; flexible work location
- Payment of one professional subscription fee





Timetable

Closing date	9am on Monday 3 rd October
Preliminary interviews	Weeks of 10 th and 17 th October
Shortlisting meeting	21 st October
Psychometric assessments	w/c 24 th October
Final Panel interviews with Muir Group	3 rd November - Executive Director Homes 4 th November - Executive Director Customer Experience

How to apply

To apply please:

- Provide an **up-to-date CV** which shows your full career history with any breaks explained, please include details of all roles that are currently held – we recommend that this is no longer than two pages,
- Write a **Supporting Statement** detailing how you are a good candidate for this post and how you fulfil the role profile – we recommend that this should be no more than two pages.
- Please provide your home, mobile and email contact details and let us know of any dates when you are not available or may have difficulty with the indicative timetable.
- You should also provide the names, positions, organisations and contact details for two referees, one of whom should be your current or most recent position. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.

Applications should be submitted via: www.gatenbysanderson.com and must be received by **9am on Monday 3rd October 2022**.

For a confidential discussion about these career opportunities, please contact our advising consultants at GatenbySanderson:

- Nick Roberts on 07393 013 697
- Ellie Masters Gregory on 07867 455 223