

BE PART OF THE CHANGE



Regional Housing Manager

Recruitment pack



A CORNWALL
COUNCIL COMPANY

Join us at Cornwall Housing and be part of the change

Safe homes in strong
communities for one
and all

If you're after a challenge and a change, where you can really make a difference, then we've got a home for you at Cornwall Housing.

We're an organisation that is changing the way we deliver our services. Why? It's simple, because our residents are telling us they want us to improve our services and we've been listening.

We want the right people in the right places based around our communities and that's why we're launching locality working, our new neighbourhood approach that brings our services to our customers.

Locality working at Cornwall Housing is based on 3 areas; Mid and West Cornwall, Northeast Cornwall and Southeast Cornwall and is an opportunity to shape the housing and repairs service we deliver into a new neighbourhood approach, one that puts our residents at the heart of what we do.

Our vision for locality working focusses on:

Collaboration

Bringing our housing management and repairs teams together in our neighbourhoods and communities, working together to deliver and improve services for residents.

Putting residents at the heart of what we do

Listening and understanding what matters to our residents and communities and responding in our localities to deliver the right services in the right locations.

Providing excellent customer services

Leading our teams to put customer care first and to provide a high quality service for our residents focused around our neighbourhoods and communities.

Knowing our neighbourhoods

Taking a strategic view of our neighbourhoods and our role as a social landlord to understand resident insight, strengthen engagement and build strong relationships together with our partners for the benefit of our communities.

We're looking for someone not just with the proven experience and skills but someone who thinks differently, can work collectively and be part of something that truly improves lives. If you're an inspiring leader ready to help shape the future of social housing in Cornwall, if you're up for seizing an opportunity and you're ready to be part of the change, then our Regional Housing Manager role might just be for you.

Hayley Austin

Executive Director of Housing Operations

About Cornwall Housing

Cornwall Housing is an Arm's Length Management Organisation (ALMO), owned by Cornwall Council. We are responsible for maintaining approximately 10,200 homes as well as 400 leasehold homes.

We work closely with the council and our residents to deliver key housing services across the region, ensuring we have safe homes in strong communities for one all.

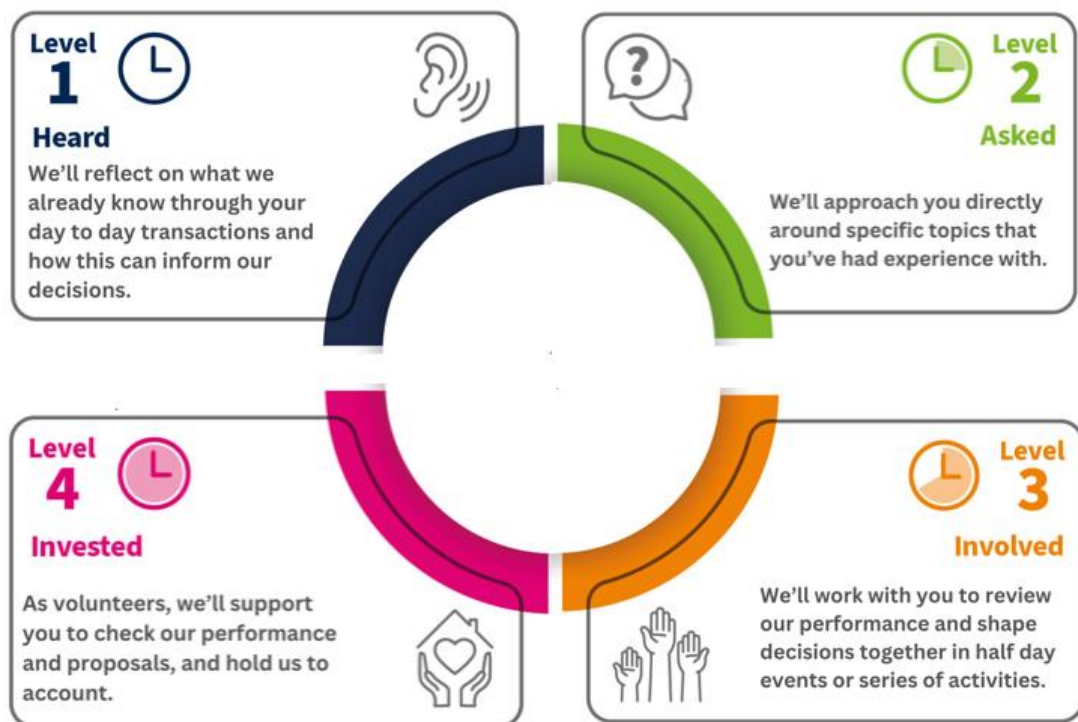
To find out more visit www.cornwallhousing.org.uk



Resident involvement at Cornwall Housing

At Cornwall Housing, we understand that experience brings knowledge and that our customers thoughts and ideas are a real key factor in ensuring they receive a service they deserve and making our organisation a success.

We have created 5 commitments as part of our new Resident Engagement Strategy and different levels of involvement where residents can make a real impact.



To find out more about our commitments to resident involvement visit our [website](http://www.cornwallhousing.org.uk)

2025/26 Priorities



Our Homes

1. To complete all actions committed to within the lifting of the Regulatory Notice (EICR 5 years, FRA remedials, SCS's) and ensuring continued delivery of all Quality & Safety Standard requirements.
2. To have a clear operational and financial plan to improve the condition of the stock over the next 10 years, reflected in the HRA business plan
3. To effectively mobilise the new R&M and M&E contracts, leading to improved capacity, resilience and performance across all elements of maintenance work and start the work to bring forward permanent partnership arrangements



Our Residents

4. To continue to roll out the new resident engagement approach, drawing "insights" from each Level and across all areas of the business to demonstrably show service change via resident input, ensuring that CHL continues to grow the number and value of insights gained and used
5. To develop and agree a set of Customer Standards with local residents appropriate to delivery within Cornwall and begin the work to better "Know Our Residents", identifying gaps and working to develop solutions

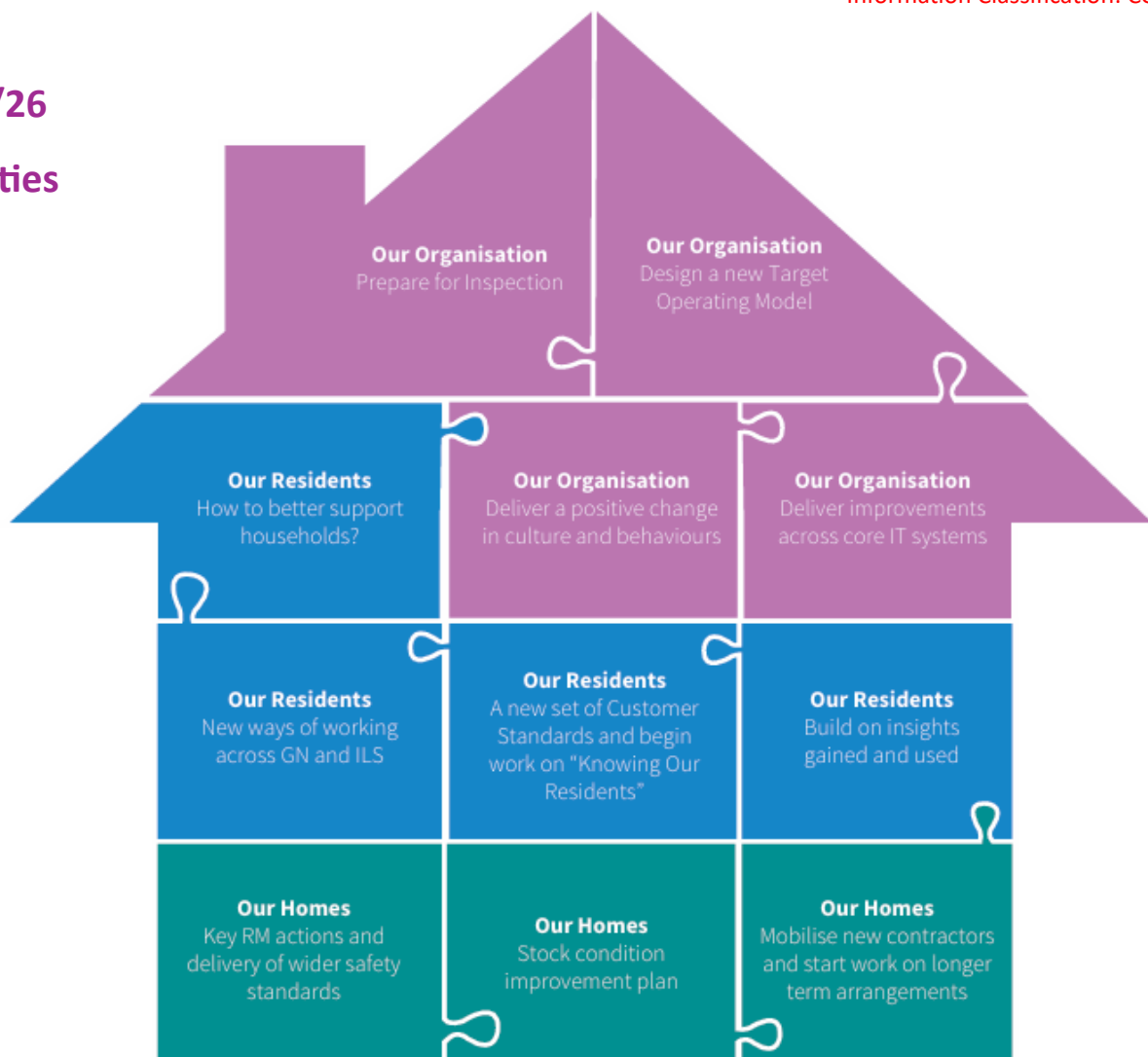


Our Organisation

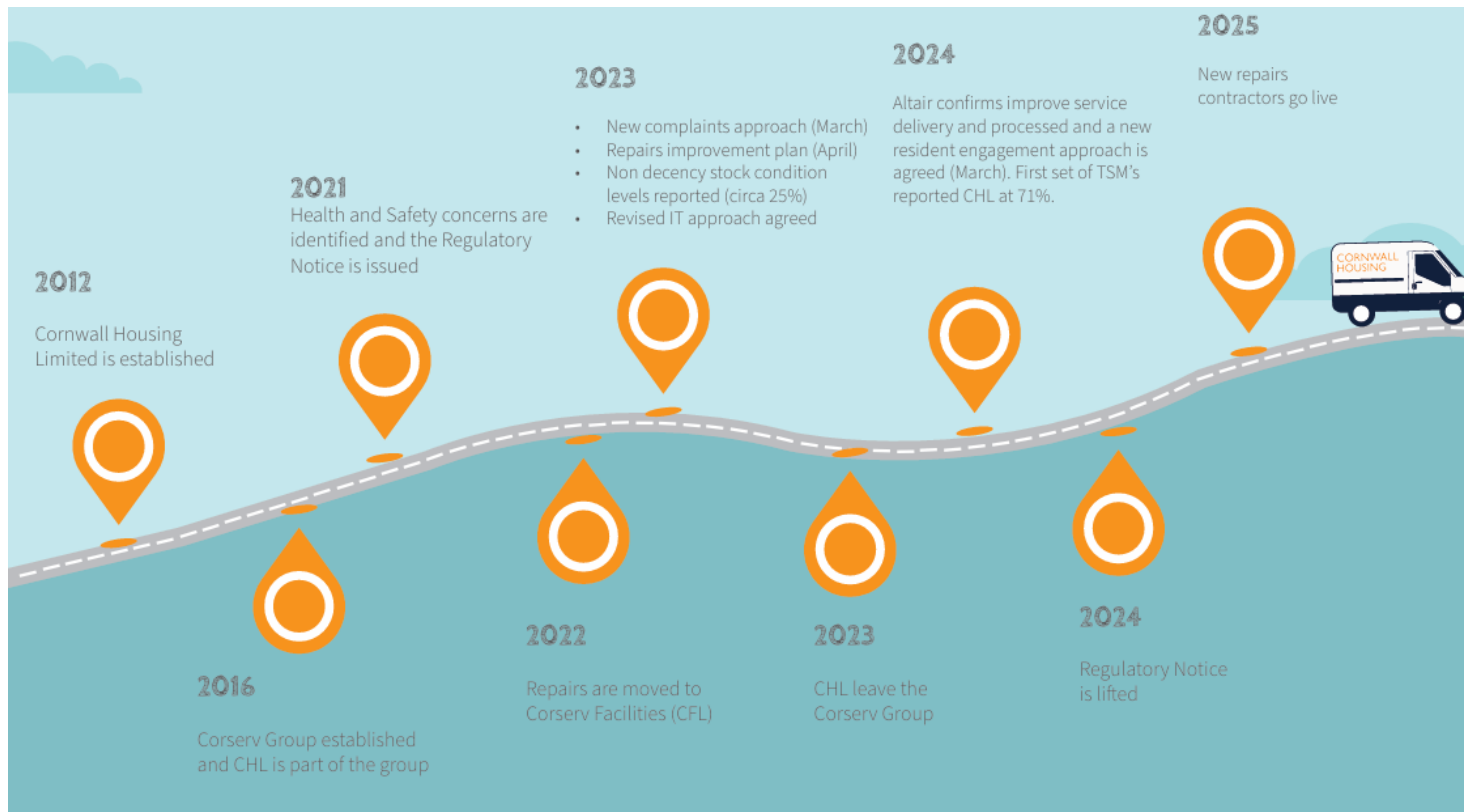
8. A measurable change in organisational culture, expressed via employee wellbeing, behaviours and working practices.
9. To deliver the next stage of the Digital Change Roadmap, ensuring core systems are integrated, including those of new partners. To develop document management approaches into a single system and to improve key data and work flows, leading to enhanced communication with residents and data integrity across CHL
10. To develop the target operating model and use this to shape decisions around investment and disinvestment as well as shaping wider strategic discussions
11. To ensure that the organisation is well prepared for the new RSH inspection regime and that staff, contractors, council colleagues and the CHL Board are aware of what may be expected of them

2025/26

Priorities

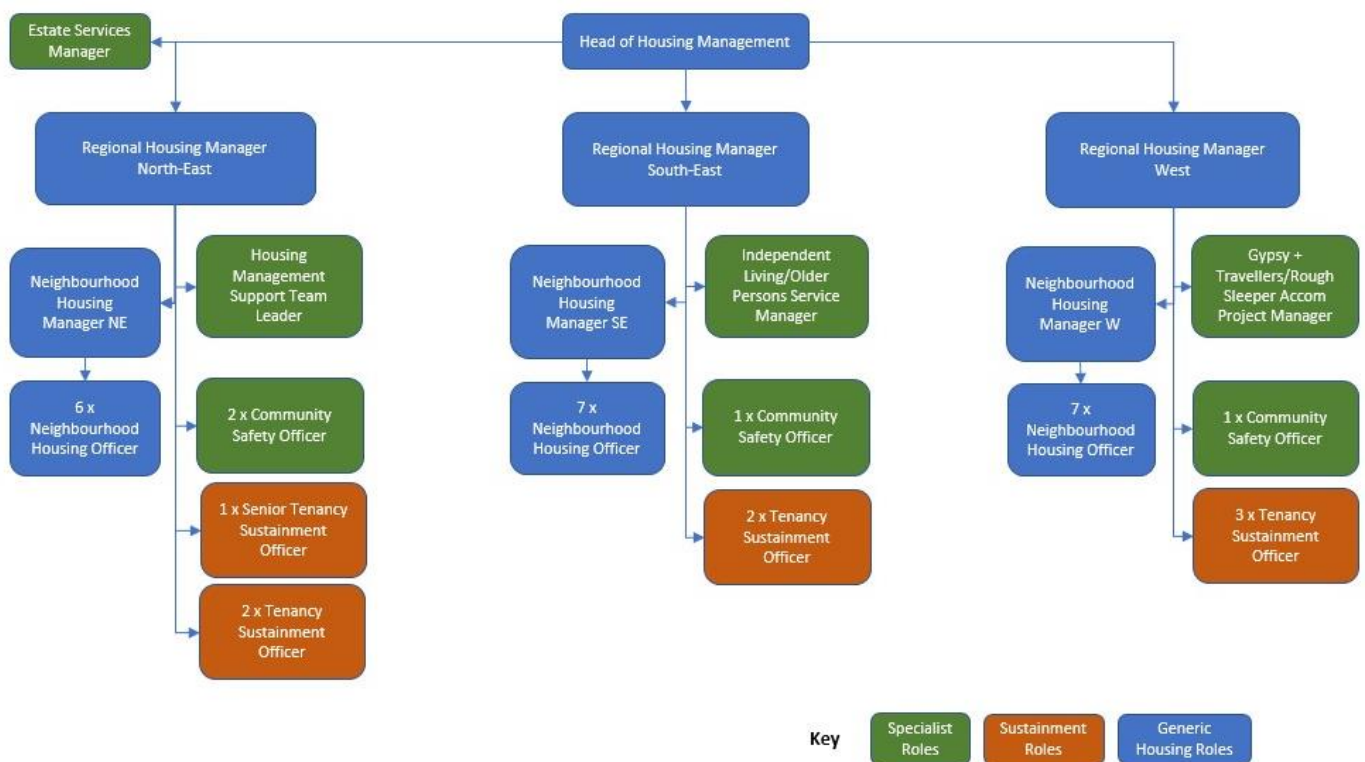


The Cornwall Housing Story



Housing Management Structure

As part of our committed to improving services, our new neighbourhood management structure brings our people and property services together, working alongside repair surveyor patches in our communities. It's a new way of working that places tenancy management at the heart of our customer-facing services. Within each Region, we've invested in our people, lowering housing officer patch sizes and adding new specialist roles to help our resident sustain their tenancies. The role you are applying for is an exciting opportunity to lead and shape our future, to understand different local needs, and to make the right decisions which provide the right service at the right time which make a difference to the lives of our residents.



Role profile – Regional Housing Manager

Role Title	Regional Housing Manager
Team	Housing Management

Role Purpose:

Deliver excellent, customer-focused, neighbourhood and specialist services to our tenants and residents within a regional area that is focused on sustaining tenancies, supporting communities and ensuring our homes are safe. To do this by playing a proactive role in the management of our homes, responding to escalations and putting plans in place for your locality which addresses tenancy, community and safety issues in a positive and accessible way.

Understand your locality and build strong relationships that provide the strategic direction to bring together other services for the benefit of communities, and that deliver partnership working to manage estates, deliver performance improvements and support improved ways of working. Be the person who brings together the skills and expertise around our neighbourhoods to make a difference to places for our residents.

Leadership of a specialist service to all residents across Cornwall, providing the relationship management, expertise and strategic direction which delivers high-quality services to residents.

To care about where you work, and to carry out activities to the highest standards of integrity and professionalism in accordance with the Company's policies and procedures, and with the Social Housing Regulator's standards and best practice.

Summary of Duties:

- Manage a geographic region, leading multiple teams to create a high-performance culture which puts customer service at the heart of the service, ensures residents are listened to, supports teams to creatively work with others to resolve housing issues, improve neighbourhoods and make places people can be proud to call home.
- Proactively build strong relationships and be an ambassador in our communities, building networks to find the right people who can help, whether it's public services, statutory agencies or the voluntary sector, and bringing agencies together to solve problems and sustain tenancies. Be someone who identifies trends and proactively builds the networks and support around our teams, so they have the tools and access to specialist resources to help our residents.
- Keep residents safe through ensuring your teams understand and inspect the places where our residents live; know about repairs to homes, how to address damp and mould, and how we should act to keep our buildings compliant and improve fire safety.

- Deliver tenancy management services to meet performance targets, ensuring that your teams apply professional curiosity where needed, and pro-actively engage with our communities to make a difference for the lives of our residents.
- Manage specialist roles within a region, developing their services and flexing resources appropriately between generic and specialist case managers to provide the best services for residents in your locality, right first time.
- Lead a specialist service and be responsible for a policy area across Cornwall, taking responsibility for delivery and the production and implementation of all related policies and procedures that support this function, ensuring the consistent delivery of high-quality services across Cornwall.
- Embed a customer service culture, seeking to ensure your teams resolve issues at the first point of contact, dealing with enquiries effectively and communicating in an open and transparent manner, in accordance with CHL service standards and timescales.
- Challenge others where its right to do so, whether that's supporting teams to act against people who breach their tenancy or commit anti-social behaviour, or its resolving case escalations to address something which should have happened. To act on the right thing at the right time, and not the easy thing.
- Proactively and effectively respond to complaints, MP and Councillor enquiries, ensuring a focus on de-escalation and customer satisfaction, and on building positive relationships with elected members.
- Undertake improvement projects, be a subject matter expert in service improvement and participate in the design and implementation of project plans which improve services for residents.

Main Duties and Responsibilities

Housing Management and Tenancy Sustainment

- Lead teams to sustain tenancies and enforce the conditions of tenancies and leases, coordinating resources and case volumes across your regional area to ensure effective management and appropriate legal remedies.
- Support colleagues and your teams to deliver performance objectives in housing management services, tenancy enforcement, resident support and inclusion.
- Resolve escalated service requests and case management through ensuring a timely and accurate response to issues, providing technical tenancy management services around understanding the conditions of tenancies and leases.
- Ensure your teams work within Cornwall Council and alongside partners such as across Cornwall Council to resolve issues and build strong geographic relationships, providing the right environment to support effective joint working around environmental protection, complex case management and the proactive management of customer relationships for the wider benefit of the business.

- Lead your teams to maintain a caring and professional level of curiosity, supporting tenants to sustain their tenancies, or signposting to other services to help manage money, offer energy advice, access food or furniture, and help vulnerable tenants to live independently, including those who experience mental health issues, or drug and alcohol dependency.

Community Engagement

- Be a community champion and lead our neighbourhood response across your regional area, identifying and coordinating opportunities for improving localities and funding, promoting resident engagement and ensuring your teams genuinely put tenant views at the heart of local decision-making.
- Promote a culture to support, encourage and enable tenants to become involved at a level at which tenants feel comfortable and enables them to feel empowered to voice opinions and priorities. Represent the service as required in resident forums.
- Inspire teams to develop partnership working with Cornwall Council and other external agencies to improve the neighbourhoods for our residents and increase opportunities, tactically building resident engagement across localities and driving community events or action days.
- Build strategic networks targeted at improving our neighbourhoods, supporting teams to work alongside other landlords, Council stakeholders and voluntary organisations to improve shared spaces on estates, and to provide opportunities for residents to help them sustain their tenancy.
- Within your regional area, to understand the role Cornwall Housing can play, developing operating plans which promote the social, environmental and economic wellbeing of an area, supported by an effective Neighbourhood planning process which brings together our resources in the locality and builds upon local partnerships to support the strategic housing function of Cornwall Council.
- Be a visible on the 'on the ground' leader, developing a positive profile in the region for Cornwall Housing through regular visits, meetings, partnership working and walkabouts with colleagues, residents and other agencies. Find solutions to improve our neighbourhoods through effective influencing to remove barriers for local residents.
- Work with Asset Management and Estates colleagues to coordinate and identify projects for improvements to our estates, prioritising the improvements for a geographic area linked to budgets and financial commitments.
- Understand the financial structures for charges, and how these link to the overall budget structure, contracts and service delivery. As part of the housing management team, support the budget setting process to effectively allocate resources for the benefit of neighbourhoods and communities.

Safe Homes

- Lead your teams to provide an appropriate Safeguarding service to vulnerable customers, including the right allocation of specialist resource for case management, building networks with the relevant Statutory Agencies, and ensuring compliance with and the promotion of Cornwall Housing's Safeguarding Policy.
- Lead your teams and effectively allocate resources to respond to reports of anti-social behaviour, harassment and nuisance, investigating, ensuring that cases are managed in line with best practice, policy and procedure, a victim-centred approach and clear communication to improve resident satisfaction and outcomes.
- Work alongside Assets Compliance teams to support gaining access to properties for the purpose of servicing installations to keep residents safe, ensuring the right skills and training are in place to resolve case escalations and the correct allocation of resource to help keep residents safe.
- Support the prioritisation of emergency moves and decants, ensuring that the resident is supported and timely progress of cases to minimise business impacts.
- Lead your teams to ensure compliance inspections and fire safety recommendations are completed within timescales, reported and monitored to provide assurance around the use of communal areas reduce fire risks.
- Build a resident safety culture across your teams through increasing knowledge and awareness of the places where our residents live; knowing about repairs to homes, how to address damp and mould, and how we should act to keep our buildings compliant and improve fire safety.
- Lead your teams to assist with the management of disabled adaptations through identifying residents for referral, including liaising with Occupational Therapists where this will help a resident to sustain their tenancy and improve their safety.
- Promote a building safety culture in your regional area, developing a culture of professional curiosity to observe and report items for action.

Strategic Working, Specialist Services and Corporate Responsibilities

- Lead a specialist service across Cornwall, taking responsibility for the planning and delivery of services, and being the subject matter expert to support the implementation of all related policies and procedures that support this function to provide consistent delivery of high-quality services regardless of location. Be the ambassador for this service for Cornwall Housing.
- Lead a policy area across Cornwall, being the subject matter expert to support the implementation of all related policies and procedures that support this function. Monitor the service to ensure consistent delivery of high-quality services regardless of location and fulfilment of any regulatory or consumer standards.
- Keep up to date with legislative change and best practice developments in your area of expertise, identifying barriers, providing constructive challenge and recommending changes to provide

continuous improvement for residents to improve services, remain compliant and the benefit the wider business.

- Undertake improvement projects, be a subject matter expert in service improvement and participate in the design and implementation of project plans which improve services for residents.
- Work to ensure that good working relationships are fostered and maintained with colleagues, partners and external agencies, taking a lead in developing positive relationships to help resolve escalations in case management, improve services for our residents and enhance the reputation of Cornwall Housing.
- Represent and be a positive ambassador for Cornwall Housing at external resident liaison meetings, relevant events and political forums.

Leading your Teams

- Lead, motivate and inspire your team to deliver a visible, accessible face to face service to residents, ensuring people demonstrate a commitment to customer service and care.
- Develop a values-driven and customer-centric approach within your team, supporting them to work with other parts of the business for the benefit of our residents and our business.
- Provide visible leadership, support and coaching to your team, ensuring effective management is in place to achieve high levels of employee engagement.
- Operate an accountable, well organised and high performing case management service that delivers high levels of customer service in line with agreed targets and organisational objectives.
- Manage the performance of your team to achieve key performance indicators, performance against budgets and the effective use of resources, working flexibly to get things done for residents.
- Review priorities on a day-to-day basis, supporting your team to manage multiple complex situations at once, whilst ensuring proactive plans are in place to consider the future.
- Be the subject matter expert for your geographic area, providing support and resolution to escalated cases, and for the coaching of others.
- Support the development and implementation of operational plans in your area and manage their delivery, using feedback from residents and your team, alongside data to identify and implement improvements.
- As a member our senior management team, support regular meetings with repairs and assets, specialist teams and other teams across customer services to get things done, and to meet or exceed resident expectations.
- Deploy recruitment, training, performance management, tools and technology to enable your team to perform at their best for residents and to be productive in their ways of working.

- Lead your team to develop a health and safety culture, monitoring reports to ensure that health and safety risks are identified and dealt with appropriately, that these are reported and if appropriate that actions are taken to reduce risks to staff, residents, contractors or members of the public.
- Take responsibility for your own Health & Safety and not to put others at risk by following all guidance, policies and procedures associated with health and safety and ensure any risk assessments for this role have been read and understood.

NB - this cannot be a definitive list of duties due to the nature of providing an effective patch-based service, and as such, other duties and requirements will occur that have not been documented here.

Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes.	Recruitment & Selection
<p>Making Safety First</p> <ul style="list-style-type: none"> • Ensuring safety is at the forefront of everything you do and contribute to embedding it throughout the business. • Demonstrate safe working practices and never 'walk-by'. • Ensure clarity of instruction and briefing of required safe standards for every job. • Be a supportive team member ensuring all work equipment and PPE available is utilised and safe working procedures followed. <p>Be open to collaboration on safe working and participate in open communication with the wider team and management.</p>	<p>Interview</p>
<p>Leadership</p> <ul style="list-style-type: none"> • Lead by example at all times and in accordance with the company values, innovative, trusted, collaborative and positive. • Operate with honesty, integrity and openness. • Inspire commitment and engagement in within your team. • Challenging decisions where they crucially affect the interests of your team or business. • Making suggestions for improving own or others' work. • Raising difficult issues with colleagues to improve relationships or address misunderstandings/ 	<p>Interview</p>

<ul style="list-style-type: none"> Contribute to and support the wider corporate agenda. Take ownership of issues, always have a “can do” attitude and always act in a professional manner, with honesty and integrity. <p>Bring a real resilience and commitment to the Company.</p>	
<p>Customer Focus</p> <ul style="list-style-type: none"> Put customers at the heart of what we do and engage fully and effectively with our tenants and other customers. Deliver a right first-time customer focused service, to our internal and external customers at all times, and ensuring our team members have this as a key driver in their everyday service delivery. <p>Treat our customers with respect and provide a fair and consistent service.</p>	Interview
<p>Focus on Performance and Excellence</p> <ul style="list-style-type: none"> Contribute to a high-performance culture that provides an excellent value for money service. Ensure a quality approach underpins all that you do. <ul style="list-style-type: none"> Stay up to date with best practice and align your approach accordingly. Consistently deliver results to a high standard. <p>Contribute to your team through sharing ideas and listening to others.</p>	Interview
<p>Collaborative</p> <ul style="list-style-type: none"> Work with wider teams and clients to deliver success, do not operate in a silo environment. Value others approach to projects and challenges within your role. Work within your team to empower yourself and others to deliver excellent results. <p>Be an effective communicator at all times.</p>	Interview

Qualifications and Experience

The following qualifications and experience are essential	
Proven experience of leading, motivating, challenging performance and coaching multi-disciplinary teams to deliver high levels of customer service.	Application and Interview
Evidence of applying technical skills; either landlord and tenant law, housing legislation, anti-social behaviour or equivalent in a similar service.	Application and Interview
Ability to problem solve and evidence creative solutions to complex issues.	Interview

The ability to meet conflicting deadlines and prioritise work, remaining calm under pressure and demonstrating resilience to deliver sound decision-making.	Application and Interview
The ability to motivate yourself to work independently, whilst maintaining visibility and acting to present CHL as a positive role model in our leadership team.	Application Form Interview
Proven experience of partnership working with internal and external agencies, evidence of obtaining successful outcomes from multi-agency meetings and/or strategic multi-agency service activities within housing or similar related field.	Application Form Interview
Proven ability to conduct visits, carry out interviews, manage complaints and appropriately deal with difficult conversations to build positive and trusted customer relationships in a housing or similar service environment.	Application Form Interview
Evidence of resident engagement, the development of community action plans and/or strategic activities within housing or similar related field.	Application Form Interview
Experience of delivering projects or improvement activities which enhance services for customers.	Application Form
Demonstrates a knowledge of health and safety requirements and risk management	Interview
Word processing and IT experience and knowledge of Microsoft Office applications, including the use of databases to maintain customer records, file notes, documentation and report on performance.	Application Form Interview
The following qualifications and experience are desirable	
Evidence of representing the organisation to a range of people in a professional capacity, whether this is to residents, elected members or statutory agencies.	Application and Interview
An appropriate level housing management qualification regulated by Ofqual equivalent to a Level 4 Certificate or Diploma in Housing, or a foundation degree from the Chartered Institute of Housing.	Application Form
Member of Chartered Institute of Housing or working towards qualification	Application Form

Other requirements	
The duties of the role will be carried out in line with the CHL Flexible Working model – Balance. It is a condition of employment that the role holder can attend the office as required to attend face to face meetings in order to fulfil the obligations of the role.	Application Form

The duties of the role include working out of hours and attending evening meetings. It is a condition of employment that the role holder should attend on such occasions.	Application Form
The duties of the role involve travel on a regular basis. It is a condition of employment that the role holder can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle.	Application Form
This role has been identified by the organisation as safety critical	No
This post is subject to a criminal record Disclosure & Barring Service (DBS) check	Yes

Timeline

The closing date for applications is midnight on Monday 5 May.

First stage interviews: 13 and 14 May (Teams)

Second interviews: 20 and 21 May (Face to face)

How to apply

If you are interested in becoming our Regional Housing Manager visit
www.cornwallhousing.org.uk

For an informal conversation about the role email peopleandhands@cornwallhousing.org.uk

To find out more about Cornwall Housing visit:

www.cornwallhousing.org.uk