

# **Assistant Director – Operations and Support Services**

(Responsive Repairs and Voids)

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Candidate pack  
July 2022

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# Your application

## How to apply

For further information and details of how to apply please visit:

**<https://www.dixonwalter.co.uk/opportunities/assistant-director-operations-responsive-and-voids/>**

Closing date:	<b>Friday 29 July</b>
Initial discussion (Teams):	<b>Friday 12 August</b>
Final stage selection date:	<b>Tuesday 23 August</b> – Village Hotel Newcastle upon Tyne, NE27 0BY

For an informal confidential discussion about the role and the organisation, or if you have any questions to help you decide whether to apply, please contact Jim Allcroft, **[jim@dixonwalter.co.uk](mailto:jim@dixonwalter.co.uk)** or **07388 642 631**

Diversity is valued at both Dixon Walter and Karbon and we welcome applications from all sections of the community. Please inform us of any reasonable adjustments you require to assist you throughout the application and interview process.



# Welcome to Karbon Homes

Hello

Thank you for taking the time to look at this recruitment pack. It's an exciting time for Karbon Homes as we look to appoint a new Assistant Director - Operations and Support Services (Responsive Repairs and Voids). I'm really proud to work for our organisation, and if you join us in this role, I have no doubt you'll quite quickly share this pride.

Since the creation of our organisation in 2017, we've been focused on delivering three strategic aims to help us achieve our mission – providing a strong foundation for life. Our aims include; to provide as many good quality homes as we can, to deliver an excellent service to our customers and to shape strong, sustainable places for our communities. Our aims, alongside our values, behaviours and culture, demonstrate the kind of organisation that we work for: ambitious, here for our customers and focused on impact.

This is a crucial role and to be successful in post, you'll need to share a commitment to delivering our aims and a passion for who we are and what we stand for. There is already great substance for the successful applicant to build upon. This includes an incredibly supportive Executive and Board team, who truly value collaboration, and a committed workforce in a directorate with around 500 colleagues. We have invested significantly in our approach to delivering excellent customer service with ongoing projects that you'll have strategic oversight of if you join us. We have invested smartly in our people, our systems and infrastructure, which means you'd have the resources you need to further lead us at pace on the transformation of the services that underpin our customer experience.

At Karbon, we believe that everyone should have a friendly expert in their corner, and our customers expect that of us. Whatever our customers need to feel secure, confident and happy, we'll aim to provide it. This includes a safe and efficient home, but can also include things like access to financial advice, training for jobs or just opportunities to connect with others, and to feel that their voices are heard and that they belong.



There are high expectations for this post. It's the largest team within property services, with approximately 300 colleagues that work within operations and support services. These colleagues and many others will look to you for authenticity and integrity as a role model. You'll need to be able to inspire, to support and challenge, and to help colleagues within the team ensure that customers remain at the heart of what we do. In this role you'll need to have high visibility to generate confidence and trust with those inside and outside of the organisation. We expect that you are experienced in the design and delivery of diverse customer services, accompanied by a track record of leadership in cultural change and innovation.

If this appeals to you, please do think about applying. The process for this is outlined on Page 3. If your application progresses to the next stage, you'll have the opportunity to meet many people, from our customers, colleagues and Exec members, who are all committed to ensuring we find the right person for this role. I am also very keen to meet potential candidates at an early stage, building connections and talking about what more we could achieve together in continuing to build the excellence of our customer experience.

Good luck.

**Jonathan Fletcher**  
**Director Pre-tenancy and Property Service**



## About us

At Karbon we build, manage and look after homes for people across the North. And then we go further, we give them the strong foundations they need to crack on with life.

Since our creation in 2017, we've been focused on delivering on our three strategic aims - to provide as many good quality homes as we can; to deliver excellent service to our customers; and to shape strong, sustainable places for our communities.

Our footprint covers the North East of England and Yorkshire, south from the Scottish border to almost as far as the Humber, where diverse communities face differing opportunities and challenges.

Some customers just need an affordable home, or a way onto the property ladder. Others might need a bit more – financial advice, community services, sheltered accommodation or even training that can lead to a new job. Whatever people need to feel more secure, confident and happy with where they're at, we work our heart out to provide it.

We always make the effort to understand our customers. We believe that everyone deserves respect. Everyone's voices should be heard. And everyone deserves someone in their corner now and then. We believe that by focusing on our three strategic aims, combining a sound business head with a strong social heart and staying true to our values, we will build strong foundations for even more people.

## Our values

### Inspiring

We believe in people and create the conditions for them to succeed and unlock their own potential.

### Dynamic

We continually learn and innovate so we are able to respond to change and be the best we can be.

### Bold

We go forward with confidence and are passionate, proactive and influential in building a better future.

### Reliable

We use our knowledge and experience to be effective and efficient and make sound well-informed business decisions with integrity.

### Thoughtful

We work hard to understand the needs and aspirations of others and are mindful of our impact on people, communities and the environment.



### Mission

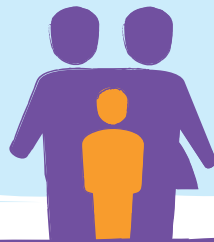
# Provide a strong foundation for life



#### Homes

**Provide as many good quality homes as we can**

- Respond to the North's housing crisis
- Build more new homes
- Improve the quality and sustainability of our existing homes



#### Customer

**Deliver an excellent customer service**

- Develop meaningful relationships
- Be a brilliant landlord
- Provide great digital choice
- Deliver excellent service



#### Place

**Shape strong, sustainable places for our communities**

- Have the most impact
- Work in partnership
- Use the right processes

#### Enablers of success

- Identify and meet our future challenges
- Grow our business and our reputation
- Embed sound environmental, social and governance practices



**Inspiring**

**Dynamic**

**Bold**

**Reliable**

**Thoughtful**



## Role description

# Assistant Director – Operations and Support Services (Responsive Repairs and Voids)

### Reports to:

Director of Pre-Tenancy and Property Services

### Responsible for:

- Developing and delivering a high quality, cost effective responsive repair, grounds maintenance and voids service.
- Responsible for an overall budget of c £20m.
- Leading a team consisting of more than 300 managers and colleagues as well as external contractors and suppliers, covering the whole of our geography.

### Role purpose

- To be accountable for the effective delivery, development and management of the highest possible standard of responsive repairs and void management services.
- Provide leadership and direction for the operational and support services teams responsible for delivering the Group's responsive repairs and void management services to ensure innovative, customer focused, cost effective services are designed, delivered, monitored and continually improved.
- Act as a positive member of the Karbon Leadership and Management teams, encouraging collaboration and enthusiasm for the effective management of the Group, inspiring a culture that delivers results and service excellence, promoting our values and brand.
- Define and develop key relationships with internal and external stakeholders.

### Key responsibilities

#### Leadership:

1. As a member of the Leadership Team, contribute to the future direction and success of the Group through the delivery of our Property Services Strategy, performance management and improvement tools.
2. Provide effective leadership, management, motivation and support to colleagues in the Group's Property Services Teams.
3. Develop and maintain key external relationships with all relevant bodies, networking effectively within the Property Services arena, nationally and regionally in support of the Group's Property Services strategy.
4. Act as a role model for the Group's values and culture, demonstrating and embedding a coaching style of leadership, ensuring that all employees are supported and engaged in the delivery of the Group's objectives.
5. Lead and embed structural and cultural business change and service improvement, through collaboration and development of corporate strategies and plans.





## Role description

# Assistant Director – Operations and Support Services (Responsive Repairs and Voids)

### Delivery:

1. Lead the Property Services Teams to ensure in excess of 80,000 responsive repairs are completed each year, on time, safely and to the agreed budgetary parameters.
2. Develop and manage the provision of a safe and effective out of hours service that runs 24/7, ensuring the correct skills and resources to meet demand across our operating footprint.
3. Work closely with the Head of Karbon Solutions to ensure a partnering approach to the shared resources required to deliver cost effective and high quality services to our partners through the cost sharing vehicle or other arrangements.
4. Delivery of performance, cost and quality indicators, including customer satisfaction, striving for the top quartile and ensuring continuous improvement.
5. Lead on the delivery of cost effective and high quality grounds maintenance contracts.
6. Ensure in excess of 2,500 void properties are brought up to the Karbon lettable standard in a cost effective and timely manner, aiming for a top quartile performance.
7. Leading an effective support services team which consists of works scheduling, property services administration, fleet and materials management to optimise works planning and robustly manage our fleet and materials to provide the group with value for money.
8. Ensure all work is carried out in compliance with relevant building standards and regulations, prioritising work to mitigate risks.
9. Drive a performance improvement and innovation-led culture within teams, continuously seeking to improve performance and customer satisfaction whilst reducing cost and/or increasing income.
10. Lead on the exploration of best practice in relation to new and innovative approaches to property services to improve the standard of property assets.

### Organisation wide:

11. Deliver financially viable and economically effective products and services, seeking to maximise resources and social value.
12. Ensure all systems and processes deliver operational excellence, driving continuous improvement and innovation.
13. Ensure that services within the division fully comply with all organisational policy and procedures.
14. Ensure that the risks within the directorate's activities are identified, removed or minimised.
15. Create a safe and healthy working environment, ensuring all systems of work, policies and procedures are fully and consistently applied.



## Role description

### Assistant Director – Operations and Support Services (Responsive Repairs and Voids)

16. Responsible with the Leadership team for the effective management and utilisation of the Group's assets.
17. Promoting the values of the Group at all times and demonstrating a high level of commitment to diversity and inclusion.
18. Ensure that Karbon Homes complies with all legal, regulatory and health and safety requirements.

The Assistant Director – Operations is part of the Karbon Leadership and Management teams who will be responsible for a wide range of activities as would be expected of an organisation of this size. As with all senior management positions there are also specific responsibilities and delegated powers in relation to financial and operational matters, regulatory compliance and information security. These are not all listed here and will change over time as the organisation continues to grow and develop.



## Person specification

# Assistant Director – Operations and Support Services (Responsive Repairs and Voids)

### Experience and qualifications:

- a. A strong record of demonstrable achievement, at senior level in an organisation of comparable size and complexity to Karbon Homes, in the strategic management and delivery of property services.
- b. Substantial experience of leading the development and delivery of a large workforce responsible for responsive repairs, void management and grounds maintenance or associated activity across a large geographical footprint.
- c. Experience of leading and managing significant technical and organisational change.
- d. Experience of working in partnership with internal and external stakeholders to deliver excellence.
- e. Experience of collaborating and working as part of an effective senior management team.
- f. Experience of attending and presenting papers to Boards and committees.
- g. Track record of developing and sustaining effective partnerships.
- h. Relevant degree or relevant professional qualification, or equivalent work experience, and evidence of continuing professional development.
- i. RICS or equivalent qualification.

### Knowledge:

- j. Comprehensive knowledge of current and future challenges in the field of property services.
- k. Comprehensive working knowledge of strategic issues affecting property services and how to improve performance in this area
- l. Understanding of governance practices and issues around property services.

### Skills:

- m. Leadership skills and the ability to coach, motivate and engage others.
- n. Ability to manage significant budgets within tight controls.
- o. High level of skills in strategic and analytical thinking.
- p. Ability to interpret and analyse financial information and complex data.
- q. Ability to critically evaluate opportunities to maximise the use of new technologies.
- r. Ability to identify and manage risks and make sound judgements, whilst not being risk averse.
- s. Ability to lead and manage a multi-disciplinary team of circa 260 staff.
- t. High level of written, presentation and interpersonal communication skills, with the ability to tailor to a variety of audiences.

### Attributes:

- u. Transparent and open, acting with integrity and able to build high levels of trust.
- v. Committed to diversity and inclusion.
- w. Champions innovation and encourages ideas.
- x. Resilient and able to work under pressure.
- y. Collaborative and inclusive.
- z. Contribute to the development of, and actively role model and champion the Karbon vision, values and purpose.



# Our Executive team



**Paul Fiddaman**  
Group Chief Executive



**Richard Fryer**  
Executive Director  
Governance and  
Integration



**Charlotte Carpenter**  
Executive Director  
Growth and Business  
Development



**Scott Martin**  
Executive Director  
Resources



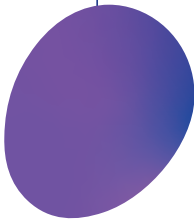
**Ian Johnson**  
Executive Director  
Customer Services



**Julia Histon**  
Managing Director  
York Housing



**Jonathan Fletcher**  
Director, Pre-Tenancy  
and Property Services



**Vacancy**  
Assistant Director -  
Operations and  
Support Services  
(Responsive Repairs  
and Voids)



**Andy Kennedy**  
Assistant Director  
Building and  
Customer Safety



**David Milburn**  
Head of Investment



**George Surrey**  
Head of Karbon  
Solutions



**Allison Carrahar**  
Homes Manager



**Justine Platt**  
Principal Quantity  
Surveyor



**Trevor Smith**  
Homes Choice  
Manager

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# Key terms and conditions

## Principle terms and conditions

### Remuneration

£77,499.11 pa plus a £5,820.48 pa car allowance.

There is also a pension scheme – Social Housing Pension CARE (career average 1/120th) with an 8.4% employer contribution or a Social Housing Defined Contribution scheme with up to 8% employer contribution.

### Annual leave

26 days per annum, rising to 31 after three years' service, plus public/bank holidays and an additional day's leave for your birthday.

## Additional terms

The organisation has a 37-hour working week from Monday to Friday. However, this is a leadership role and as such, flexibility is expected in fulfilling role requirements. This will include some evening work and occasional weekends too.

### Agile working

The contractual office base for this role is Gosforth, Newcastle-upon-Tyne. Regular travel is expected across the operating region, as is occasional national travel, in line with the requirements of the role.

There may also be an element of homeworking as we continue to learn from the adaptation of hybrid working.

## Probation and notice periods

Confirmation of employment is subject to satisfactory completion of a six-month probationary period. The notice period after passing probation is 12 weeks' notice.



## Karbon Homes, Assistant Director Operations and Support Services (Responsive Repairs and Voids)

**£77,499.11 pa, plus a car allowance of £5,820.48 pa,  
Newcastle, Durham offices and flexible working**

At Karbon we build, manage and look after homes for people across the North. And then we go further, we want to build better lives for our customers, not just better homes. Everything we do is for their security, health and happiness under their own roofs, in their communities and out there in the wider world.

Despite being a large and diverse organisation, we have a local approach. We provide homes and services which form the foundations to support people and places to fulfil their potential. Our turnover is £127m on a fixed asset base of £868m and as a social enterprise we re-invest our surplus into improving properties and communities, building new homes and delivering services which provide sustainable outcomes for customers and communities. We employ c.1,000 people, looking after 70,000 customers in 30,000 homes and we have an ambitious house building programme to deliver at least 500 new homes a year.

The Assistant Director Operations and Support Services (Responsive Repairs and Voids) is a pivotal appointment for the organisation and critical to the success of this vision, being responsible for all property services operations and support services teams - managing circa 300 people and a revenue budget of £20 million across our entire footprint. The role is also responsible for delivering empty homes inspections and repairs, responsive repairs, all admin and scheduling functions, fleet and materials management, and the in-house grounds maintenance team, along with services through our cost sharing vehicle with partner housing providers. You will also manage key projects and lead the development of the customer services and technology strategy for the service.

We're seeking an exceptional individual with strong leadership and communication skills who is comfortable operating in a highly visible and demanding high-energy role. We are interested in speaking to candidates from the social housing

sector but will also consider applicants from other large public or not-for-profit organisations or the private sector. The key requirement being that you have experience of the regulatory environment.

Whatever your background you'll need to be comfortable working within an organisation which seeks to balance a strong business head with a social heart. You will be enthusiastic about the prospect of using your commercial and strategic skills to help deliver the best outcomes for our customers and communities and you will need to give confidence to and influence a wide range of people across the organisation and beyond.

Karbon is a collegiate, challenging and progressive environment where leadership and teamwork combine to deliver exceptional results. If you're interested in finding out more, please call for a confidential discussion.

### How to apply;

For further information and details of how to apply please visit:

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**Closing date:** Friday 29 July

### Initial discussion (teams):

Friday 12 August (some flexibility available)

### Final stage selection date:

Tuesday 23 August – Village Hotel  
Newcastle upon Tyne, NE27 0BY

For a confidential discussion please contact Jim Allcroft on **[jim@dixonwalter.co.uk](mailto:jim@dixonwalter.co.uk)** or **07388 642 631**

Diversity is valued at both Dixon Walter and Karbon and we welcome applications from all sections of the community.



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