



Our vision is to be efficient, local, visible and listening, providing sustainable homes and communities



Assistant Director of Repairs & Maintenance

Recruitment Pack February 2024



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WELCOME

A message from the Chief Executive Steph Goad

Thank you for your interest in this exciting post of Assistant Director of Repairs and Maintenance at Golding Homes.

We're passionate about providing great customer service, and safe and well-maintained homes for our existing 21,500 customers, as well as new homes and communities to help tackle the housing crisis. We're a people business so offering a great place to work is a fundamental principle and we're developing our culture to continue our journey from being a good organisation, to a great one. We're working hard in these challenging economic times to maintain our financial resilience and continue to modernise our business models and our customer engagement, harnessing the power of data and digital technology.

Our main area of operation is Maidstone – we've grown since a stock transfer in 2004 and are proud to be celebrating our 20th birthday this year. We've got homes across Kent, but Maidstone remains at our heart and will continue to do so. We have strong, well-established partnerships which benefit our customers and communities. We value our position as a visible, local and listening landlord, providing support to our customers who need it most, beyond the basic bricks and mortar.

As we move into the next stage of our organisation's development we look to build on our strengths, and address the areas for improvement with creativity, pace and drive.

If you share our values and aspire for customer-centric services that make a real difference, if you're positive and solutions-focused, and if you believe in collaboration and the power of one diverse team, then you'll be right for Golding and Golding will be right for you.



Steph Goad
Chief Executive

ABOUT US

What We Do

Golding Homes is a housing association providing homes and services to people in need across Kent.

Golding's Story

Established in 2004 following the transfer of homes from Maidstone Borough Council, we have invested more than £283m in regenerating our homes and neighbourhoods.

Our vision is for Golding to be efficient, local, visible and listening, providing sustainable homes and communities. Today we manage over 8,700 properties and provide a home to more than 29,000 people. We're committed to delivering excellent customer service, safe homes and believe strongly in the benefits of being a local community-based housing association.

All our profits are invested back into building more new homes, reinvesting in our housing stock and delivering services that have a positive impact on our customers' lives and communities.

Our Values



We care



We welcome new ideas



We take pride

Our values are brought to life by:

[Our Rockstar leadership framework](#)

[Our GOLD standard behaviours](#)



(2022/23) ANNUAL
TURNOVER
£66m

EMPLOY OVER
290
PEOPLE

PROVIDE HOMES
FOR MORE THAN
29,000
PEOPLE

OWN & MANAGE
MORE THAN
8,700
PROPERTIES IN KENT

SETTING THE SCENE

We've spent the last year carrying out an organisational assessment and working on improvement plans to ensure our key operational areas deliver the basics brilliantly. We're clear what is needed and our vision for the future.

Like many stock transfer housing associations, Golding has in the past approached change in a fragmented and tactical way. This is our opportunity to design and deliver holistic and strategic change. This will involve the development of a new operating model supported by process, data and systems changes, grounded on high levels of colleague engagement to ensure the changes stick and we realise the benefits.

Our priorities for 2024/25 are :

- Developing a new neighbourhood model for housing services
- A strategic review of our repairs and maintenance service
- Accelerating investment in our homes
- Embedding our revised customer engagement strategy
- Getting maximum value from contracts
- Refreshing our IT roadmap
- Transforming our approach to data management and use
- Skills development programme
- VFM and cost reduction strategy

There's a solid foundation to build on, and the scope, willingness and organisational ambition for the successful candidate to bring innovation and improvement to take Golding to the next level.



EXECUTIVE TEAM



Steph Goad - Chief Executive

Steph joined Golding in February 2022 from fellow Kent landlord mhs Homes, where she'd been Operations Director for four years.

Steph's passionate about housing and the role housing associations can play in stepping up to help combat the housing crisis, improve quality of lives and deliver the excellent services that all customers have the right to receive.

Steph brings a wealth of experience, both from Board level and a range of senior roles, most recently at mhs and previously Medway Council.



Tom Casey - Director of Development and Strategic Asset Management

Tom's responsible for leading our Development, Asset Management and Sustainability teams, overseeing our ambitious growth and investment programme.

Tom joined Golding in March 2019 from Optivo where he was Head of Partnerships and Joint Ventures. During his time there he was instrumental in increasing the future programme to over 1,000 homes per annum, working on a variety of complex acquisition and joint venture projects. He has over 15 years' experience in the housing sector, having worked in a number of senior positions at mhs Homes and Amicus Horizon.



David Hart - Director of Finance

David's responsible for leading our Finance and Treasury teams to make sure they deliver a first-class service for both colleagues and customers. He has over 12 years of sector experience, previously working at Director level for Chelmer Housing Partnership, Catalyst and Moat, and most recently delivering the successful merger of Colne and Greenfields to become Eastlight Community Homes.

David's committed to ensuring we're a sufficient, high performing organisation which continues to deliver for our customers.



Rachel Mcfarlane - Executive Director of Customer Experience

Rachel's responsible for leading our full range of operational services including repairs, housing management, commercial, customer engagement and community investment.

Rachel joined Golding in June 2023 from Paradigm Housing Group where she was Executive Director - Customer. She has a wealth of experience leading in customer service and housing management and has also contract managed repairs and maintenance. She's held several senior strategic and operational roles in the housing sector over the last 17 years and is also a trustee of a homeless charity in St Albans.

Rachel's passionate about engaging with customers to improve services and she's also responsible for ensuring our compliance with consumer regulations.

ROLE OVERVIEW

The role of Assistant Director of Repairs and Maintenance is a key role in our Senior Leadership Team. With strategic and operational oversight of our repairs and maintenance function you'll be integral in our journey from good to great, delivering a range of services to our customers.

You'll be responsible for leading six managers with collective responsibility for circa 70 colleagues, and a number of specialist sub-contractors delivering repairs and maintenance works, gas and electrical programmes, void works, and improvements to customer journeys.

It's an exciting time at Golding Homes with planned investment to improve our services through our Fit for the Future Programme. You'll have the opportunity to influence and lead improvements to our repairs service, using data to drive improvement, investing in better systems, and working with customers to understand their views on how we can improve. We're also increasing our teams to deal with more works in-house which'll be an opportunity to grow the team and deliver better value for money.

Key skills and responsibilities

In particular, we're looking for:

- A visible leader who can motivate, develop and inspire others to deliver excellence
- Someone with extensive experience in managing a range of repairs teams at a senior level, including operatives and specialist sub-contractors
- Someone focused on delivering value for money services, significant experience of managing large budgets (circa £12.5 million for 2024/25) and with a clear focus on achieving margins
- Experience of embedding a high performing customer-focused culture and delivering continuous improvement in service delivery with high levels of customer satisfaction
- Knowledge of relevant current regulation, legislation and building standards
- A clear focus on Health and Safety, ensuring a positive culture around risk
- Someone able to provide assurance reports and business cases to Executive Team and present updates to Board from time to time
- Someone who works well with others as part of the wider Senior Leadership Group who are collectively responsible for supporting the delivery of the Corporate Plan alongside the Executive Team
- Commitment to equality and diversity in employment and service delivery and high standards of personal and professional integrity.

KEY INFORMATION

Our Corporate Objectives

- Excellent customer service
- Safe homes and sustainable communities
- Efficient and high performing organisation

Our Publications

2023-26 Corporate Plan can be viewed [here](#).

2022/23 Environmental, Social and Governance (ESG) report can be viewed [here](#).

2022/23 Customer Annual Review can be viewed [here](#).

2022/23 financial report can be viewed [here](#).

Our Strategies

You can read some of our key business strategies here:

[Customer strategy \(under review\)](#)

[Customer engagement strategy](#)

[Value for money](#)

[People and culture matters strategy](#)

[Data and technology strategy 2021-24 \(under review\)](#)

[Asset management 2024-27](#)

PROCESS, TIMESCALES AND HOW TO APPLY

Application Process

Thank you for your interest in this exciting new opportunity with Golding Homes. Here is some information that you'll find helpful in completing your application.

You'll be required to fill in the key section of the online application form and to upload your detailed CV and a supporting statement.

The closing date for applications is midday on **Sunday 25th February**. Your application will be acknowledged and treated in the strictest confidence. We will not be able to accept late applications.

If successful to the next stage, you'll be invited to a formal interview. If you're invited to attend a formal interview we'll contact you by email confirming the arrangements.

If you're unsuccessful at the shortlist stage, we'll also contact you by email to let you know.

Recruitment timeline:

Closing date: **Sunday 25th February**

1st stage interviews (virtual): **5th & 6th March**

2nd stage interviews (in person): **12th March**