



# Director of Maintenance & Compliance

Candidate Information  
Pack

August 2024



## Welcome from our Chief Executive



Dear prospective applicant,

I am delighted that you have taken an interest in joining us in this newly created role of Director of Maintenance and Compliance.

If you decide to join us, you'll be welcomed into an innovative group of charities and businesses that work collaboratively to make a positive difference to the quality of life of individuals and wider communities across the North West.

With an ambitious Corporate Plan and a unique Customer Strategy, we are investing in a new senior leadership role to drive our vision forward. This newly established position will oversee the delivery of repairs and maintenance while managing the day-to-day operations of our property and compliance services.

The Director will be instrumental in improving customer satisfaction by delivering outstanding service and driving productivity to ensure value for money. We are seeking a collaborative leader capable of guiding teams through change, fostering engagement, and delivering exceptional service.

You will play a critical role as part of the Calico Homes Senior Leadership Team, contributing significantly to the broader Calico Group.

Our culture here is based on the values we all live. We have amazing and committed colleagues who work together collaboratively to make things happen for our customers.

We are committed to being an open, diverse and inclusive organisation in every aspect of our work. Lived Experiences are encouraged and supported.

As a senior leader, you will be supported to develop yourself and your colleagues, and in return we expect you to learn, grow and work hard to deliver results in an increasingly complex environment.

It's critical that that you're someone with superb relationship building and stakeholder management skills. You'll certainly be a 'people person', someone who listens and engages, and who can persuade and influence. Above all, you'll be someone who always puts the customer at the forefront of everything you do.

If you're a forward thinking, authentic leader who can lead change, deliver results and make things happen, then we'd love to hear from you.

Yours sincerely,

Anthony Duerden

Group Chief Executive

## Introduction from Calico Homes Managing Director, Vicki Webb.



We are excited to be recruiting to this opportunity for a **Director of Maintenance and Compliance**. This newly introduced pivotal role is designed for a leader who is **passionate about working with customers to effect positive change** and who is **experienced in driving forward successful transformation activity**.

In this role, you will leverage your **technical expertise** and **in-depth knowledge of property compliance** to ensure our homes meet the highest possible standards. Your collaborative and engaging approach will foster a culture of excellence and continuous improvement across our services and the wider Calico Group.

You'll also be a key member of our Homes Senior Leadership Team, leading by example and setting the standard for colleagues across the business. You will be an active contributor to the delivery of our Corporate Plan with a keen eye on performance, finances, risk management, health and safety and value for money. You'll also be ensuring we are supporting our customers and colleagues with a focus on utilising data to tailor our services to meet the needs of our people.

I'm looking for a genuine and dedicated professional who thrives in a fast-paced environment and is committed to delivering outstanding results. If you are ready to make a significant impact and lead our maintenance and compliance teams with integrity and innovation, I'd love you to join our team.

I look forward to hearing from you soon

Vicki Webb

Managing Director – Calico Homes

## About Calico

### Our Purpose is

**“To make a real difference to people’s lives”**

We want to help individuals of all ages and backgrounds, and their families, live peacefully and prosperously in warm, secure homes and safe, friendly communities.

We have a passion for supporting our customers to live their best lives.

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### Our Values are



Our Vision is to be

“Investing in local communities where everyone thrives – through innovation, strength and collaboration”

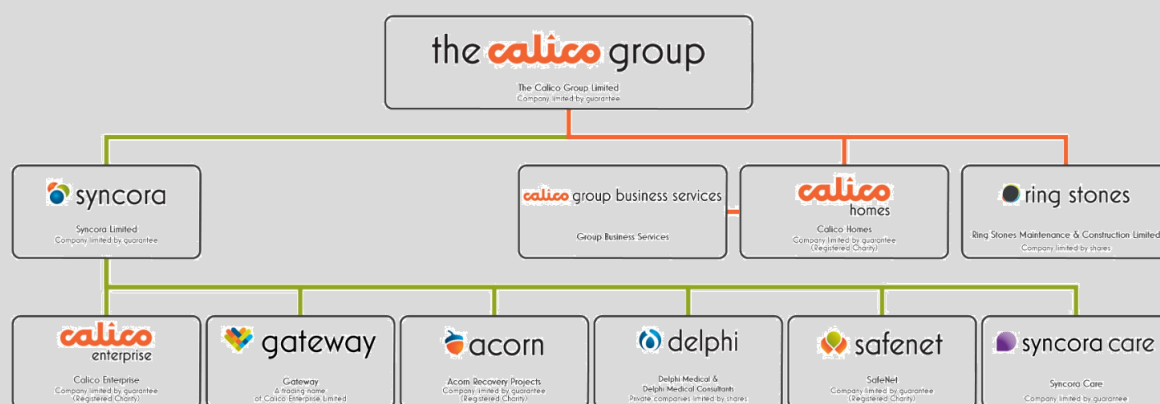
## Strategic Objectives

The purpose, values and vision provide the strategic direction of Calico Homes. The Group will achieve these through its strategic objectives:

- To provide safe and well-maintained homes through investment in existing and new properties.
- To support customers to sustain tenancies.
- To provide good quality and personalised repairs, customer and neighbourhood services.
- To develop trusting relationships and to empower customers and communities to take the lead on the things that matter most.
- To strengthen the business so it is strong, well-governed, environmentally friendly and provides value for money customers.
- To create a place where people want to work now and in the future.

Each part of The Calico Group has its own specialism, expertise and a track record of providing a complete community service in housing, healthcare, support, employability and construction.

## Our Group Structure



## Role Profile – Director of Maintenance & Compliance

### About your role:

<b>Role:</b>	Director of Maintenance and Compliance.
<b>Responsible to:</b>	Managing Director of Calico Homes.
<b>Responsible for:</b> <b>(Subject to realignment of teams)</b>	Repairs & Maintenance Group Compliance You will closely with the Group Customer Transformation and Business Performance Team who will support the delivery of the Corporate Strategy.  You will build on and strengthen our relationship with colleagues in Ring Stones.
<b>Business Area/Company:</b>	Calico Homes.

**Calico Homes** is our housing provider. With around 5,000 homes in Lancashire, we provide quality accommodation for families, individuals and older people, plus supported housing for people with specialist needs and in the most challenging situations.

Calico Homes works closely with other Group companies and partners to provide a customer offer that goes much further than providing a home.

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### The value of this role:

The Calico Group is ambitious in what we want to achieve for our customers and communities but recognise we can only deliver these ambitions if we are a strong and well-governed business where people want to work.

This is a new role; we have an improvement programme in place for our services which this role will be responsible for delivering alongside managing our day-to-day operational delivery.

Supported by improvements to our systems, the Director will deliver an excellent customer service improving customer satisfaction, with a focus on productivity to ensure the services provide value for money.

We're looking for a collaborative leader who can lead through change engaging their teams to deliver excellent services. In addition to this, you will play a vital leadership role as part of the Calico Homes Leadership Team and well as making a significant contribution to the wider Calico Group.

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## About this role:

This role is part of Calico Homes Senior Leadership Team responsible for all aspects of our Maintenance and Compliance function, bringing a particular focus on providing operational leadership ensuring we have the appropriate policies, operational plans and performance management arrangements in place.

Success for a Group such as ours comes from truly collaborative working and you will thrive by leading and role modelling this approach. You will work closely with colleagues from Ring Stones, strengthening relationships and maximising opportunities to deliver value for money, customer focussed services.

You will be pro-active, anticipating issues and challenges and contributing to all areas of the business.

Working alongside the MD, the role will bring a future focus to our decision making as well as ensuring our current services are of the required quality.

In overseeing the Maintenance & Compliance Teams, you will lead and manage the following services effectively:

- Responsive Repairs
- Void Repairs
- Gas (Repairs and Servicing)
- Electrical (Repairs and Testing)
- Damp and Disrepair Team (new team)
- Compliance (Gas, Electrical. Lifts. Asbestos, Legionella, Fire)

As part of this role, you will also:

- As a member of the Calico Homes Senior Leadership Team actively contribute to decision making, policy formulation, business development, and the achievement of the companies' vision and strategic objectives
  - Support the delivery of Group Strategies including our Customer Strategy, People Strategy and our Equality, Diversity and Inclusion Strategy
  - Promote and develop the reputation of the companies and Calico Group.
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## Measuring success:

- Provision of high-quality property maintenance services to customers and service users
  - Compliance with all statutory health and safety requirements relating to the safe operation of buildings, and working practices of staff, such as CDM, H&S at Work, Building Safety Act and the Fire Safety Act.
  - Improving productivity
  - Improvement of the standard of our homes, delivery of value for money services and increased customer satisfaction.
  - Lead and support system improvements
  - Promoting and driving a focus on hearing and acting on the customer voice that positively impacts performance and Tenant Satisfaction Measures
  - Provide support to all direct reports ensuring robust supervision across the function and developing line management and leadership skills
  - Ensure contractors are procured, mobilised, and managed effectively in line with company policies and procedures
  - Ensure approved contractors and suppliers deliver a timely, efficient, compliant and value for money service, including Ring Stones
  - Foster and drive a culture of safety first for all team members, identifying and providing all necessary assessments and equipment to ensure colleague welfare.
  - Making a significant contribution to Calico Homes senior leadership team including decision making, policy formulation, business development and the achievement of strategic aims and objectives.
  - Key performance targets in place monitored regularly and reported to the Leadership Team and Boards of Management as required.
  - All regulatory, compliance and legislative requirements are met
  - Ensuring that the team's performance, management structure and resources, including colleagues are under constant review to ensure that they meet targets and regulatory requirements and respond to changing operational circumstances.
  - Customer satisfaction and outcome targets are achieved with continuous improvement.
  - Good management practices are in place for areas such as Health and Safety, Safeguarding and Equality and Diversity
  - Boards and the Executive team are well-informed with operational and customer performance information.
  - Always ensure that the interests of Calico Group are achieved, and risks mitigated.
  - Lead a highly performing team with high levels of employee engagement.
  - Ensuring a Value for Money (VFM) culture is embedded in each company contributing to the strength of the Group.
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## What you need to be successful in this role:

<b>Qualifications</b>	N/A
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Senior level experience of leading repairs, assets and / or property maintenance function</li> <li>• A collaborative leader, with experience of engaging teams towards shared goals and delivering excellent service and high performance.</li> <li>• Experience of implementing new systems and improving the use of current systems</li> <li>• Experience / knowledge of Health and Safety and compliance with relevant regulations</li> <li>• A strong track record of achieving stretching targets and objectives.</li> </ul>
<b>Skills &amp; Knowledge</b>	<ul style="list-style-type: none"> <li>• Good understanding of finance with a track record of making good business decisions</li> <li>• An understanding of Equality, Diversity and Inclusivity and how this is applied through our service to customers and colleagues</li> <li>• Demonstrates a passion for excellent customer service in all activities.</li> <li>• Encourages resident and stakeholder involvement.</li> <li>• Ensures quality and productivity goals and standards are met.</li> <li>• Understand and lead new business projects and the strategic and operational risks that they bring.</li> <li>• Ensures quality and productivity goals and standards are set and met.</li> <li>• Models the Group's values.</li> <li>• Generates team spirit by working in a collaborative way and having fun.</li> <li>• Works effectively with Boards.</li> <li>• Represents the organisation positively and professionally, networks and builds effective working relationships with others.</li> <li>• Remains diplomatic and confidential and able to handle conflict.</li> <li>• Continues to develop self-awareness, learning to pause and reflect.</li> <li>• Demonstrates drive, determination, and self-motivation.</li> <li>• Ability to organise and prioritise work to meet conflicting deadlines and delegate effectively.</li> <li>• Ability to influence and inspire change.</li> </ul>

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This organisation is committed to safeguarding and promoting the welfare of adults, children and young people and expects all employees and volunteers to demonstrate this commitment and ensure safeguarding concerns are raised appropriately, according to company procedures.

To be successful in all Calico Group roles, candidates will need to demonstrate that their values and behaviours align with ours. This will be assessed throughout the recruitment process.

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## Our Executive Team



### **Anthony Duerden, Chief Executive of The Calico Group**

Anthony returned to The Calico Group as Director of Customer Services in 2011 after working for Community Gateway Association for three years as Head of Property Services.

Anthony, who is a qualified accountant, had previously worked at Calico as Head of Finance before he made the move into Asset Management.

Anthony is a former member of the Board of Lancashire Housing Partnership Ltd and a White Ribbon UK ambassador.



### **Helen Thompson, Group Deputy Chief Executive**

Helen is responsible for the delivery of Calico's services across the North West including affordable housing, construction, development, support, skills, employment and training, and care.

Before gaining this role in 2018, Helen held a number of senior positions within the Calico Group with specialisms in neighbourhoods, communities and customer services.

Helen has an MSc from De Montfort University in Business for Housing, a Bachelor of Arts Degree from Manchester University and an ILM 7 qualification in Leadership Coaching and Mentoring.



### **Vicki Howard, Executive Director of Organisational Development**

Vicki has almost 30 years' experience as an HR professional and was part of the project team that delivered the Housing Stock Transfer in 2000. She has since played an instrumental role in the growth and success of Calico.

Vicki has been responsible for delivering a People Strategy that recognises staff engagement as the route to business success, developing a values-led organisation where people are happy and can thrive.

Vicki is also a licensed practitioner in the Myers Briggs Type Indicator, which she uses extensively to develop individuals and teams.



### **Chloe Christian, Executive Director of Group Finance**

Chloe is the Executive Director for Finance for the Calico Group, joining the Group in 2021 initially as Director of Corporate Finance, and bringing with her a breadth of both operational and strategic financial experience within the not-for-profit sector.

Chloe is responsible for providing financial leadership, leading on business planning, treasury management and financial management for the Group.

Prior to joining Calico in 2021, Chloe had spent over 20 years within the social housing sector and has been the financial lead on two stock transfers in both Salford and Oldham.

## Ongoing Professional Development

We're committed to developing all of our employees to be the best that they can be. We believe that everyone has an equal opportunity to learn, develop and grow, and we have a continuous learning journey to prove it.

Our Calico Campus is available for all employees, at any stage of their career – learn about our culture and our mission on your very first day, experiencing a great induction like no other.

Develop your own values, recognise the values of others and develop your ability to offer and accept feedback – because working together, understanding our strengths and our own needs, means we can do more for our customers and truly make a real difference to their lives.

When you've gone through your induction and probation period – you'll have access to complete a wide variety of programmes to develop your industry and professional skills using our professional pathways.

**The Leader's Journey** supports you in engaging and motivating teams to be the very best they can be and **The Leading Edge** programme builds on that learning developing the business skills of leaders; making the right decisions for the right reasons and in the right way.

Our leadership programmes will inspire you, enable you to grow, and help you to navigate through change in an ever-changing world.

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## Diversity and Inclusion

We are active members of Inclusive Companies, Black Leaders Network, Housing Diversity Network and House-Proud Northwest. These affiliations ensure we keep up to date and informed of diversity agendas whilst helping us to share and seek best practice.

We secured the Lancashire LGBT Quality Mark, and we are proud to have been named the 2nd most inclusive company in the UK in 2021.

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## Terms and Conditions

Remuneration	Circa £80,000 and key benefits which are highlighted below.
Annual leave	36 days, which includes Bank Holidays and three days between Christmas and New Year
Sick pay scheme	Up to 3 months full pay/3 months half
Health benefits	In the 2 <sup>nd</sup> month of your employment you will be entitled to participate in the company's chosen health cash plan and health insurance benefit subject to terms and conditions
Standard working week	36.25 hours
Pension	SHPS Defined Contribution Scheme – employer contributions up to maximum of 10% (-2% of employee contribution i.e. if I contribute 10%, Calico contributes 8%)
Pay date	16 <sup>th</sup> of the month
Probation	6 months

Successful candidates will need to demonstrate that their values and behaviours align with ours. This will be assessed throughout the recruitment process.



## Timetable

Closing date:	Monday 9 <sup>th</sup> September.
Longlist meeting	Friday 20 <sup>th</sup> September.
Preliminary interviews	Friday 27 <sup>th</sup> September.
Shortlist meeting	Friday 27 <sup>th</sup> September.
Psychometric assessments (online)	TBC
Final interview	Monday 30 <sup>th</sup> September Tuesday 1 <sup>st</sup> October.

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## How to Apply

To apply, please submit an up-to-date copy of your CV, along with a Supporting Statement (maximum of two pages) which summarises your most relevant professional skills and experiences.

Applications should be submitted via: <https://calicojobs.co.uk/> and must be received by Monday 9<sup>th</sup> September 2024.

Please provide your home, mobile and email contact details and let us know of any dates when you are not available or where you may have difficulty with the indicative timetable above.

You should also provide the names, positions, organisations and contact details for two referees, one of whom should be your current or most recent employer. 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.

If you would like to discuss the role in more detail, please contact Chloe Pinder on [cpinder@calico.org.uk](mailto:cpinder@calico.org.uk) to arrange an informal discussion.