

Regional Director - Customer

Job purpose

We believe it is every customer's basic right to have a home that is safe, secure, and warm. Our homes should be places customers are proud to live in and that support them and their families to achieve their aspirations and thrive.

The Regional Director - Customer is the most senior customer leader within their region, accountable for translating organisational strategy into high-performing, place-based services that deliver sustainable outcomes for customers, communities, and the business.

Reporting directly to the Divisional Director of Customer, the role provides strategic regional leadership across all core customer services including customer satisfaction, neighbourhoods, housing management, income collection, lettings, communities, and estate management ensuring regional delivery aligns with the Customer and Group strategy, and regulatory expectations. Further this role partners with service delivery and maintenance teams to deliver high standards of performance and customer excellence.

The Regional Director leads the regional operating model, with full accountability for regional customer excellence, regulatory compliance, and financial performance, shaping priorities, partnerships, and performance to ensure services are locally responsive while contributing to organisational strategy, financial resilience, and long-term customer outcomes.

The role will include group portfolio responsibilities across several functional areas, including income, lettings, complaints and customer services. Specific details will be set out separately.

Responsibilities

Key Responsibilities

1. Regional Strategy, Delivery and Place Leadership

- **Strategic Regional Accountability:** Hold full accountability for defining and executing the **regional operating plan**, ensuring it is aligned with the Customer Strategic Plan, and financial viability targets.
- **Strong collaboration:** with other regional directors in Customer, Property, Compliance and New Homes and supporting business partners to ensure the region

performs to the required standards and delivers required customer & colleague outcomes within the business framework.

- End-to-End Service Accountability: Own the day-to-day operational delivery and performance outcomes across regional functions.
- Place-Based Implementation: Provide strategic leadership for the Place-Based working model within the region, leading its implementation, adoption and cultural embedment to ensure services are localised, integrated, and responsive.
- Continuous Improvement: Shape regional service transformation through continuous improvement, digital adoption, and collaboration with Centres of Excellence to modernise customer services and improve the customer experience.

2. Performance, Finance, and Compliance

- Regional P&L Management: Provide strategic financial leadership for the regional portfolio, ensuring services are sustainable, commercially focused and support the organisation's financial viability.
- KPI Achievement: Translate organisational performance priorities into regional delivery plans, using data, insight, and customer feedback to drive continuous improvement and service excellence.
- Governance and Risk: Ensure robust regional governance, regulatory compliance, and risk management arrangements are in place, maintaining assurance against housing regulation, health and safety standards, and internal controls.

3. People and Team Leadership

- Team Leadership: Provide visible strategic leadership for the region, setting direction, building leadership capability, and embedding a culture of accountability, empowerment, and customer focus.
- Culture: Foster a high-performance culture that prioritises customer focus, accountability, and empowerment among local teams.
- Environment: Create an operating environment that feels inspirational, enabling and collaborative, which enables colleagues and customers to thrive.
- Talent Development: Identify and develop regional talent, ensuring succession planning and capability development to meet current and future service demands.

4. Corporate Leadership Contribution

- Operate as a member of the senior leadership community, contributing to divisional and organisational strategy and ensuring regional insight and customer feedback inform decision-making.
- Act as the strategic link between regional delivery and central functions, aligning operational performance, Centres of Excellence, and organisational priorities.
- Chair the Regional Board, providing strategic oversight of performance, risk, financial stewardship, and customer outcomes, and providing assurance to Divisional and Executive leadership.

- Contribute to cross-organisational initiatives and strategic programmes that support delivery of the Customer Strategy and Group Business Plan, retaining functional responsibility for specialist portfolios where required.

5. Stakeholder and Community Engagement

- **Local Partnerships:** Provide strategic leadership to regional partners i.e. Local Authorities, Police, community organisations, and service providers, ensuring collaborative solutions to complex housing and community challenges.
- **Customer Advocacy:** Act as the senior representative for the region, ensuring customer feedback and local insight are captured and utilised to tailor service delivery and drive continuous improvement.
- **Regional Customer Network:** working collaboratively, provide strategic leadership that creates a genuine and meaningful partnership with customers throughout the region. Together this will deliver tangible improvements in customer influence, scrutiny and outcomes.

Experience

- Senior management experience overseeing multi-functional, customer-facing operations, ideally within the housing or a regulated service industry.
- Experience managing significant operational budgets and demonstrating strong commercial acumen.
- Proven ability to lead, motivate, and manage diverse teams through periods of operational or cultural change.
- Demonstrable success in improving key operational outcomes (e.g., income management, customer satisfaction, service delivery efficiency).
- Strong understanding of housing regulations, governance, and risk management frameworks.
- Degree-level education or equivalent professional qualification in Housing, Business Management, or a related field.

Qualifications

- Professional housing or related qualification (e.g., CIH Level 5 or above), or a willingness to work towards this.
- Evidence of ongoing professional development in housing, customer engagement or service design is desirable.

You will also need

- A full UK driving licence and ability to travel across dispersed geographies