

Recruitment – Development Manager



Our People

Warrington Housing Association

Warrington Housing Association

For over 40 years Warrington Housing Association has been providing a broad range of affordable homes and services across the Borough and we are as passionate now as we have ever been about making Warrington a great place to live, in which the potential of individuals and communities can be realised.

We currently own and manage around 1,300 homes for families, older people and people with additional support needs, including leasehold and shared ownership properties.

Since 2007 we have been the managing agent of the Warrington Home Improvement Agency (WHiA), a not-for-profit service for older disabled and vulnerable residents in the town who wish to repair, improve and adapt their homes.

LifeTime joined the Association's family in 2013, an exciting network providing opportunities for older people in Warrington to connect, be active, health and to keep learning in a fun and fulfilling environment.

Our Vision and Values

Making Warrington a great place to live...

The way we work is guided by our core values:



Our Thematic Pillars

Our Board recently reaffirmed our commitment to our current vision and objectives alongside reviewing our strategic architecture. We now have five Thematic Pillars around which our business will prosper. These Pillars will be used throughout our organisation to help us articulate who we are and what we want to achieve. They will help us shape our strategies and policies based on the priorities set by our Board. Going forward, they will help us demonstrate the links between the *things* that we do, the *priorities* that we set and the *outcomes* we want to achieve.



To achieve sector leading performance across all key indicators.



To deliver and demonstrate social value across our whole range of activities.



To create a culture which empowers our people to realise their potential.



To prioritise the needs of people and put the creation of sustainable communities at the heart of our work.



To remain a significant local provider of housing and housing solutions in Warrington.

Our People Strategy

Our People Strategy is designed to **help us to support a culture which empowers colleagues to realise their potential**. It is designed to help colleagues be the best that they can be at work and will be framed via four inter-related objectives:-

- Relationships – we will use coaching as a way to support a culture built on successful relationships with colleagues based on values and behaviours and, crucially built on trust.
- Reward and recognition – Our organisation will recognise and reward high performance to help us reinforce the most important outcomes that our people create for our business.
- Tools to deliver – We will ensure that WHA provides colleagues with a 21st century working environment and the right tools to do their job effectively, supporting the creation of one team and maximising the benefits of technology to support agile working;
- Safety first – We will continue to think beyond compliance in embedding a safety-first culture in all that we do.

Flexible and Friendly

We believe the key to achieving our Vision is to recruit enthusiastic, highly talented people, and to provide them with a friendly, flexible and supportive working environment, which enables them to excel in their career and maintain a balanced home life.

We hold Investors in People accreditation and continue to provide a wide range of training and development opportunities for all our colleagues. We want to help

colleagues who work for us to develop both the skills they need in their current roles and the abilities to fulfil their ambitions for the future.

Rewarding Success

As well as helping colleagues increase their skills, we recognise that it is also important to reward them for their contribution to our success. We offer a competitive salary and range of benefits.

We are committed to promoting equality, diversity and inclusion in employment and welcome applications from all sections of the community.

What does WHA have to offer?

WHA have an exciting opportunity for a Development Manager working full-time to join our Operations Team. You will receive a competitive market rate salary of £41 - £45k.

As a Development Manager you will provide support to the Director of Operations to develop and deliver our growth strategy, working closely with SMT colleagues.

With responsibility for leading an efficient, effective delivery programme to incorporate the provision of new homes, new business opportunities you will also be working with the Head of Asset on rationalisation, asset options appraisals, disposals and refurbishments and maximising the financial and social return on existing assets.

You will also establish & maintain strong & productive relationships with key strategic partners that provide new business opportunities and support delivery of our vision, including Local Authorities, Homes England, NHS, Landowners & Developers.

The role profile is attached at Appendix 1.

We have an attractive benefits package which includes:

- Defined contribution pension scheme. Matching your contributions up to a maximum of 10%.
- Life assurance which will provide a lump sum payment of 3 x salary.

- Performance Related Pay up to 5% of salary.
- Enhanced sick pay.
- Enhanced family friendly policies.
- 25 days annual leave, rising by one day per annum up to a maximum of 30 days after 5 years' service, plus Bank / Public Holidays.
- Opportunity to buy and sell holidays.
- Option to take out a car loan.
- WHA offers a Simply Health Core plan which offer a wide range of everyday healthcare treatments. These include:
 - Optical
 - Dental
 - Dental Accidents
 - Physiotherapy, osteopathy, chiropractic, acupuncture and homeopathy
 - NHS Prescription charges
- Enjoy Benefits – a range of benefits through salary sacrifice, so you pay less tax and National Insurance. These include:
 - Workplace Nursery Benefits
 - Cycle to work
 - Mobile phone scheme
 - Enjoy Technology
 - Gym Membership
 - Taste Card

Applying for this role

In order for us to select the best candidate for an interview, we must have evidence of the skills, abilities, attitude and experience that match those outlined in the Role Profile and Competency Framework. The evidence you provide must demonstrate your competence to carry out the role for which you are applying.

The role profile is designed to help you either update your CV or complete our application form. You should provide examples of how you meet the criteria listed in the role profile and competency framework. We only shortlist those who show they meet our requirements.

Please send your application form / CV to jobs@wha.org.uk or by post to:
The Business Support Department, Warrington Housing Association

The Gateway
89 Sankey Street
Warrington
Cheshire
WA1 1SR

The Selection Process

We may use a variety of methods to select the right candidate, including but not limited to interviews, presentations and inbox exercises. Methods chosen will be at WHA's discretion and in line with the role.

If you are invited for an interview we will contact you with details of the time and place.

We are a disability confident employer and will guarantee an interview to all suitably experienced candidates with a disability.

Appendix 1 – Role Profile

Job Title:	Development Manager	Reporting to:	Director of Operations
Directorate:	Operations Department	Location:	The Gateway, 89 Sankey Street, Warrington
Purpose of the role: Lead and manage the development function – growth strategy and delivery of a diverse programme of new homes in line with WHA’s business plan and within cost and timescales.			
<p>Develop and deliver our growth strategy, working closely with SMT colleagues. Responsible for leading the delivery of an efficient, effective delivery programme to incorporate the provision of new homes, new business opportunities and working with the Head of Asset on rationalisation, asset options appraisals, disposals and refurbishments and the maximising the financial and social return on existing assets. Establish & maintain strong & productive relationships with key strategic partners that provide new business opportunities and support delivery of our vision, including Local Authorities, Homes England, NHS, Landowners & Developers.</p>			
Key accountabilities and job content:			
<ul style="list-style-type: none"> • Lead on identifying & negotiating new land and property opportunities, inspect and appraise schemes & prepare bids in line with WHA’s development assumptions and design requirements; • Procure, appoint and effectively manage consultants, professional services, project managers, and contractors to ensure projects are effectively scoped, developed, managed and delivered, including: - <ul style="list-style-type: none"> ○ Briefing consultants and contractors in accordance with WHA’s design standards; Securing planning permission and other statutory approvals for new schemes; ○ Producing design solutions, specifications, bills of quantities, drawings and all other contract and tender documents required during the acquisition and development of sites and buildings; • Develop compliant policies, procedures and processes; • Liaise with both housing & property service colleagues to ensure that their requirements are met and that all changes to specification & /or timetables are agreed by all parties & comply with procedures; • Work with EMT in the bidding and negotiating of grant funding, progressing schemes through the Homes England’s IMS system and liaising with Homes England; • Work closely with Finance to ensure effective planning, monitoring and management of budgets, cashflow and expenditure targets within the Association’s controls; • Produce reports & review & obtain Board approval for development assumptions and scheme proposals; • To ensure the efficient handover of development schemes to Housing Services & liaise with Sales/ Marketing Consultants in line with WHA policies and procedures, provide regular updates on progress; • To maintain a thorough knowledge of Homes England’s policies and procedures & ensure that the development programme is audit compliant and ensure that scheme audit files, including pre-contract and post-contract are readily available in a timely manner; • To prepare & make presentations & lead on community consultation events and represent WHA at these events, ensuring that we work in partnership with local authorities, councillors, residents, community groups and relevant organisations and obtain new business opportunities; • To ensure regular site meetings are attended and minuted and both internal and external stake holders are kept abreast of progress, delays, handovers, snagging and end of defects periods; • Monitor the progress of building works and overseeing consultants, clerks of works and others to ensure that completed projects meet the required standards, timetables and remain within budget, and those requirements under building contracts are met; 			

- Maintain an up to date knowledge of procurement and tendering procedures, building contracts, planning policy, the housing market and associated legislation;

Qualifications

- Educated to 'A level' standard or equivalent and/ or relevant professional construction qualification, such as CloB or City & Guilds or project management qualification

Knowledge, skills and experience:

- Previous experience of working within the building sector, with a thorough knowledge of the related regulations and legislation;
- Proven experience of development process and project management;
- Experience of negotiating with landowners, agents and developers to acquire land and new homes and build contract;
- Experience of negotiating legal contracts in relation to development; such as S106, S38/ 278, S104, Nomination agreements etc;
- Self-motivated to complete tasks/projects and to work to high standards and able to use own initiative and work with minimum supervision;
- Able to demonstrate sound commercial & business acumen, whilst upholding the core values of the Association and sound governance principles;
- Meeting budgets and deadlines;
- Experience of using Microsoft Office packages and development appraisal tools such as IMS, Proval or Pamwin to carry out financial viability appraisals;
- Developing and implementing strategies, policies, procedures & processes;
- Demonstrates excellent presentation, verbal and written communication skills;
- Excellent analytical skills, being able to interpret a range of financial, statistical and other information, make decisions and recommendations;
- Proven skills & experience of successful project management & achieving deadlines;
- Working knowledge of building and health and safety laws and regulations;
- Able to demonstrate leadership, people and organisational skills – able to influence appropriately both internally and externally;
- Full UK driving licence or access to vehicle and able to travel for business as required.

Corporate

- As a member of the Senior Management Team, work with the SMT to provide effective, collaborative and motivational leadership, within a culture that coaches and engages people to make the most of their skills and talents.
- May carry out work on behalf of other small Housing Associations.
- Development lead for health and safety, responsible for the health, safety and welfare of yourself and others at work, embedding a safety-first culture.
- Commitment to equality, diversity and inclusion.
- Adhere to safeguarding policies and procedures, reporting any concerns and working with agencies to safeguard vulnerable customers and colleagues.
- Comply with the General Data Protection Regulations.
- Occasional evening or weekend work and the requirement to participate on an on-call rota.
- Working for a smaller Housing Association necessarily entails a flexible approach to work, overlap with other areas does occur and cover for absent colleagues is expected.

Competency Framework

Team Working - Level 3; **Respect** – Level 4; **Progress** – Level 3; **Leadership** - Level 3; **Integrity** – Level 3; **Customer Service** - Level 2

Team Working

Definition		Why it is important?	
<p>Uses interpersonal skills to work co-operatively with colleagues, internal and external partners, working pro-actively across cultures and organisational boundaries, sharing information, new knowledge, innovation and ideas.</p>		<p>To ensure that people work co-operatively together sharing best practice, breaking down departmental barriers and communicating fully or new initiatives to achieve organisation goals.</p>	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> • Co-operates with others. • Asks colleagues for help when needed. • Puts in extra effort to share the load willingly. • Recognises that the way different departments, communities and cultures work are not the same. • Responds positively to requests for help from internal and external partners. • Is courteous, tactful and diplomatic. • Works with others to ensure projects and tasks are complete. 	<ul style="list-style-type: none"> • Actively includes individuals from a diverse background and cultures in team activities. • Spends time thinking through issues with others utilising their skills and making them feel valued. • Speaks positively of others and gives praise and credit when due and contributes feedback where necessary. • Understands what others need to know and keeps them informed. • Encourages and supports other colleagues. • Builds good relationships with others. 	<ul style="list-style-type: none"> • Networks effectively both internally and externally. • Addresses conflicts or issues within the team in a timely manner, positive and confidential manner. • Initiates meetings with colleagues and external partners to share information. • Puts team decisions above personal interests. • Works to develop a one team culture across the organisation. • Actively gives and receives feedback to improve performance. • Is aware of own leadership style and adapts to get the best out of others. 	<ul style="list-style-type: none"> • Creates new opportunities for individuals to work together. • Breaking down barriers that get in the way of effective team working and challenges others to do the same. • Develops dynamic ways to introduce new strategies to improve partnership working. • Regularly maintains networks and contacts. • Promotes partnerships as a means of shaping and delivering services to the community.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> • Has a clear understanding of the team goals and ensures a professional service is delivered at all times. • Treats all team members with respect. • Has a 'can do' attitude to achieving team goals. • Is supportive of other team members, showing diplomacy, patience and care. • Understands and considers the impact their behaviour has on others. • Makes best use of team and organisational resources, including time, ideas and finances. • Willing to share. • Seeks out ways to improve team performance. 		<ul style="list-style-type: none"> • Sees themselves as better than others and fails to respect their contribution. • Makes negative comments about another either professionally or personally. • Can't help, won't help, uncooperative. • 'That's not my job' 'I'm far too busy' 'Passes the buck' • Does the bare minimum to get by. • Co-operates selectively in accordance with own personal interests or objectives. • Fails to take on board new methods of delivering the service to accommodate different teams, cultures and communities. 	

Respect

Definition		Why it is important?	
The ability to communicate clearly and effectively with a diverse range of people and take account of their views. Uses well-reasoned arguments to convince and persuade where necessary to achieve a win-win solution.		Effective communication and influencing skills are the key to creating and maintaining sustainable relationships at all levels, both internally and externally. This will lead to a high quality and accessible service.	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> • Is polite and approachable. • Listens effectively. • Asks the appropriate questions to clarify understanding. • Presents and passes on information promptly. • Presents a clear, concise and well thought through case using facts and figures. • Demonstrates the organisations communication standards. 	<ul style="list-style-type: none"> • Considers in advance the differing needs of others and adopts style accordingly. • Actively initiates communication with others regularly. • Communicates clearly and influences well under pressure. • Summarises information to check understanding. • Uses a range of methods to influence others. Eg. Explain benefits and give background information. • Explains and justifies point of view and objectively discusses options. 	<ul style="list-style-type: none"> • Communicates complex information to others effectively. • Is a clear and persuasive communicator. • Presents succinct, well balanced information orally and in writing, with clear outcomes. • Actively seeks to influence others prior to decisions being made. • Understands and responds to organisational politics. • Facilitate discussions to achieve collective objectives. • Creates an environment where team/s are encouraged and developed, to enable them to communicate effectively. 	<ul style="list-style-type: none"> • Uses communication and influencing skills to progress complex situations and achieve significant impact. • Able to effectively present to and facilitate large influential groups, including hostile audiences. • Translate strategy into effective operational messages, easily understood at all levels. • Demonstrates an in-depth understanding of organisational politics and uses this effectively. • Creates and implements appropriate communication strategies to support complex projects. • Ensures communication effectiveness throughout the business is continually reviewed.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> • Listens to the views and opinions of others and acts appropriately. • Gives the right information at the right time taking into account individual needs. • Presents spoken and written information clearly and concisely. • Has a polite and positive approach. • Builds and presents a positive case stressing the benefits. • Adapts approach for different audiences and occasions. • Prepare to work to achieve a win-win solution where possible. • Is confident in contentious / conflict situations. 		<ul style="list-style-type: none"> • Does not listen to others views. • Gives information either inaccurately and / or at wrong time. • Presents information in a muddled, unclear or jargonised way. • Is negative, rude or interrupts. • Does not attempt to get people on board with an idea. • Uses the same approach whatever the situation. • Does not compromise. • Gives in too easily. 	

Progress

Definition		Why it is important?	
The ability to plan for, adapt to and work with a variety of situations, individuals and groups. It is having a positive attitude to change and the ability to identify opportunities to improve performance.		The ability of employees to adapt to changing demands and work, now and in the future, is crucial in delivering a high performing service.	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> • Is open to new ideas and listens to other people's points of view. • Adjusts to peaks and troughs of workloads. • Always gives their best – is positive about change. • Covers for colleagues when needed. 	<ul style="list-style-type: none"> • Contributes positively to the change process and sees change as an opportunity to improve performance. • Recognises the impact of change on others and supports them through it. • Uses an awareness of the bigger picture along with common sense to interpret and implement policy. 	<ul style="list-style-type: none"> • Translates strategic vision into practical and achievable plans. • Works positively in uncertain situations. • Proactive in identifying barriers to change and seeking ways to overcome them. • Promotes a learning culture, committed to continuous improvement and development. • Overcomes resistance to change. • Constantly reviews own and section objectives to ensure they support the organisation's long-term Strategic Objectives. 	<ul style="list-style-type: none"> • Creates and clearly communicates a vision that generates excitement, enthusiasm and commitment. • Uses intuition as well as complex analysis to create a new concept or approach not obvious to others. • Encourages others to create strategies and innovative services. • Ensures that the external environment and Government policies are considered when determining strategic direction.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> • Shows commitment to the long-term goals of the organisation. • Gets involved in shaping new ways of doing things. • Supports organisational objectives even when disadvantageous in own areas. • Explains the benefits of decisions to team members or colleagues. • Works towards planned career goals and personal ambitions is able to think on their feet. 		<ul style="list-style-type: none"> • Pursues his or her own personal interests even when not in line with the organisational objectives and values. • Reacts to requests or priorities without thinking about the longer term or bigger picture. • Shows no interest in learning about the organisation's work outside his or her own area. • Openly discusses issues in a negative way. • Undermines new ways of doing things. • Creates barriers and does not accept change. 	

Leadership

Definition		Why it is important?	
Leadership is the clear setting of goals and objectives linked to the organisation's vision. It is also about encouraging, supporting and inspiring others to develop confidence, capability and to realise their full potential.		We need individuals across the organisation to demonstrate positive leadership qualities to motivate and support others to achieve organisational, team and personal objectives.	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> Leads by examples. Treats people fairly and consistently. Generates a team spirit. Gives appropriate recognition for success or good performance. 	<ul style="list-style-type: none"> Sets and communicates clear direction. Understands in depth what motivates and encourages team members and colleagues. Trusts colleagues to deliver work once delegated appropriately. Secures necessary resources and support. Provides supportive environment and removes blocks to effective working to ensure well-being. Encourages work life balance. 	<ul style="list-style-type: none"> Gives timely and specific feedback on what has been done well and where there is room for improvement. Encourages and seeks out feedback and makes positive improvements regardless of how the feedback was given. Is aware of own leadership style and adapts to get the best out of others. Recognises potential in others and encourages self-development. Delegates to develop skills of others. 	<ul style="list-style-type: none"> Clearly communicates a vision that creates excitement, enthusiasm and commitment from others. Is a dynamic and inspirational leader. Happy to recognise individuals with skills that surpass their own and utilise them to achieve a better outcome.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> Empowers team members to come up with their own solutions to problems rather than solving the issue themselves. Uses coaching and / or mentoring to develop the skills of others. Delegates work effectively to continually develop team members. Gives effective feedback and checks that team members are clear about what is expected. Models the way in terms of behaviours expected within the team. Has a clear vision which inspires the team to follow. Encourages team members to try innovative approaches and think 'outside the box'. 		<ul style="list-style-type: none"> Scrutinises how money was completed rather than celebrating achievement. Does not delegate work. Replaces clear objectives with menial to do lists. Demonstrates favouritism in the team. Does not deal with under performance or development issues. Creates an atmosphere of fear or indifference. Is inaccessible to others requiring direction. Will not develop others in the team, feels threatened. Expects certain behaviour but does not example them. Does not capitalise on diverse skills offered by the team. Tells others what they want to hear. Keeps the best job for themselves. 	

Integrity

Definition		Why it is important?	
The ability to demonstrate understanding of and commitment to the organisation and its vision and values. It is about working with consistency, integrity and accountability.		Company loyalty and integrity are important in ensuring that employees can be confident that the organisation in which they work is operating in a positive and ethical way and delivers excellent services to customers.	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> • Demonstrates the organisation's values in being open and honest with customers and others. • Maintains confidentiality in line with organisational policy. • Is committed to the organisation's standards. • Understand the business including its vision and values. • Is punctual and reliable. • Acts professionally at all times. • Understands how own actions impact on the organisation. • Takes ownership for delivery of their own work. • Is compliant with procedural requirements. 	<ul style="list-style-type: none"> • Can explain why they perform their duties and how this meets the needs of the organisation. • Analyses own performance and offers ideas and give feedback. • Is flexible to meet the needs of customers and the organisation. 	<ul style="list-style-type: none"> • Takes ownership for delivering corporate strategy. • Understands and actively promotes the organisation's standards and ethics to colleagues and other outside the organisation. • Consistently demonstrates an understanding of commercial issues and risk management instils and embeds company loyalty and commitment in their teams. 	<ul style="list-style-type: none"> • Upholds at all times the fundamental values of good corporate governance. • Stands up publicly for organisational values and challenges appropriately. • Provides strategic direction for the organisation to improve performance. • Ensures organisational compliance with legislation, regulatory requirements and best practice. • Reviews visions and values of organisation to ensure continued relevance into the future.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> • Accepts responsibility for mistakes and learns from them. • Is trusted by colleagues and managers. • Challenges unethical or dishonest behaviours and attitudes. • Ensures others receive credit for what they achieve. • Is sought out by others for advice and guidance. • Goes the extra mile. 		<ul style="list-style-type: none"> • Focuses on own needs and benefits. • Does not accept responsibility for own actions. • Criticises company and colleagues openly to outside agencies and customers. • Fails to maintain confidentiality and is careless with information. • Is secretive and evasive. • Is inconsistent, 'does not walk the talk'. • Takes credit for success without acknowledging others. • Is often late and is unreliable, abuses the work life balance schemes. • Shows little knowledge of the organisation and the business. 	

Customer Focus

Definition		Why it is important?	
<p>The commitment to putting customers first and ability to deliver a consistently high quality service. <i>Customers are both internal (ie. Colleagues) and external (ie. The community, tenants / service users or other organisations).</i></p>		<p>All colleagues must demonstrate a full understanding of customer needs and expectations to enable the effective delivery and development of appropriate quality services which exceed customer expectations.</p>	
Level 1	Level 2 (+Level 1)	Level 3 (+Levels 1 & 2)	Level 4 (+ Levels 1, 2 &3)
<ul style="list-style-type: none"> Identifies and clarifies individual customers' needs. Takes pride in delivering high quality services and seeks to expand own skills. Resolves customer enquiries promptly at point of contact and only refers to others when genuinely appropriate. Interacts well with all customers taking into account of diverse needs. Understands all services and accurately matches these to customers' needs. Keeps customers up to date and informed. Deals with customers fairly and equitably. 	<ul style="list-style-type: none"> Consistently makes decisions focussed on customer needs. Analyses delivery of services and provides solutions to problems. Finds different ways to satisfy customer needs. Constantly questions 'how will this benefit the customer'. Seeks customer feedback to investigate ways to improve customer experience. Goes beyond their day-to-day work to assist customers in a positive manner. 	<ul style="list-style-type: none"> Acts as a role model in personal approach to customer focus. Takes time to establish underlying needs of customers beyond those initially expressed. Organises processes around customer taking account of complex and sensitive issues to meet their long term needs. Implements systems to record customer feedback and communicates ideas and information to appropriate people. Creates an environment where team/s are empowered to put customers first. 	<ul style="list-style-type: none"> Makes sure the organisation continually develops and improves services most important to customers. Identifies good practice and solutions and integrates into service provided. Translates operational feedback into strategic improvements. Forms strategic and diverse groups / partnerships to improve services. Recognises need for developing new customer bases and acts accordingly.
Positive indicators;		Warning Signs:	
<ul style="list-style-type: none"> Treats all customers with respect. Responds to all customer enquiries promptly, positively and courteously. Ask appropriate questions to identify customers' needs. Brings ideas of ways to improve policies, procedures and service delivery to meet customers' needs. Tries to see things from the customers' point of view. Actively requests feedback from customers and acts constructively upon both positive and negative feedback. Goes the 'extra mile' for customers. 		<ul style="list-style-type: none"> Does not treat all customers with respect. Makes assumptions rather than finding out the customers' needs. Is not flexible about own way of doing things. Is insensitive to customer concerns and carries out tasks without thought of the impact on the customer. Uses jargon, bureaucracy and red tape. Makes promises to customers that cannot be delivered. Does not priorities customer needs. Ignores customer feedback and takes negative feedback personally. 	

Produced by
Warrington Housing Association

the Gateway, 89 Sankey Street,
Warrington, Cheshire, WA1 1SR

Tel: 01925 246810

www.wha.org.uk

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