Localities Programme Manager

Recruitment pack

April 2019
Thank you very much for your interest. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. To apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;

- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate and how you fulfil the person specification – we recommend that this is no longer than three pages;

- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and

- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete.

Please send your application, preferably in MS Word or PDF format by email to: SCHManager@campbelltickell.co.uk

Applications must be received by 12 noon, Friday 10th May 2019.

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call the team on 020 3434 0990. To help avoid your submission being treated as spam, please use a secure email address from which to send your application and refer to the role and organisation in the header.

If you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply please contact: Brenda Gallagher, Locality Programme Manager - brendagallagher@solihullcommunityhousing.org.uk
Localities Programme Manager

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Welcome to Solihull Community Housing

I am so pleased that you are interested in exploring this new opportunity, as it is an exciting time to be considering joining our management team, here at Solihull Community Housing (SCH).

We like the straightforwardness of our vision, to **provide homes; improve wellbeing; and strengthen communities**. We feel that the work we do at SCH for and on behalf of the Council, and all residents in the borough, has never been more important. The overall economic picture means that we are constantly exploring creative ways in which we can meet the continuing demand for affordable homes, while still delivering value for money. SCH is a can-do organisation and we know our role is about more than property. We never forget that we are also building, supporting and investing in people and communities.

As our new Localities Programme Manager, you will be managing the development and delivery of locality-based working across the Solihull Borough for SCH and as part of the wider locality working programme.

This is a role where you will translate this locality-based approach into an operational delivery plan focussing on key priorities for SCH, bringing together everyone who plays an active part in our community to develop new ideas to help address local issues. This work will support the wider corporate locality working programme.

This is a new and exciting approach to locality-based working across Solihull and the Programme Manager role is expected to grow and develop with the project as it evolves. If you like the idea of working in a challenging and rewarding environment, then we could be a home for your talent. Do read on to find out more and I shall look forward to reviewing your application.
About Solihull Community Housing

We are an Arm's Length Management Organisation (ALMO) established in April 2004 to manage housing service on behalf of Solihull Council, who still own the properties. We are a company limited by guarantee and we have a single shareholder, which is Solihull Council. Our relationship with the Council is defined by a management agreement which specifies the services that we deliver on behalf of the Council.

Our vision is to: provide homes; improve wellbeing; and strengthen communities.

Some quick facts:

- We manage around 10,000 tenanted homes; 1,200 leasehold properties; a small number of shared ownership properties; and just under 5,000 garages.
- We are providing services to over 24,500 customers.
- We manage just fewer than 100 temporary units (both Council and privately leased stock) for homeless household who need accommodation urgently.
- We employ around 260 staff who operate from three primary office locations: Endeavour House in Kingshurst; the asset management hub in Chelmsley Wood; and a customer facing homelessness and housing options service based in Chelmsley Wood Town Centre.
- We also have a CCTV control centre in Kingshurst and maintain a co-located presence at the Council’s Better Living Centre in south Solihull, which also accommodates St Basil’s Youth Hub which provides specialist support service for young people.

In 2018 we:

- Let 694 council homes.
- Assisted 247 households with rehousing when homelessness could not be prevented or relieved.
- Supported 461 households, to prevent or relieve homelessness.
- Received 163,890 telephone calls into our contact centre.
- Carried out 35,933 repairs.
- Delivered adaptations to 1,773 properties helping residents to remain in their own homes
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Significant achievements have included:

- Restructuring of front-line services, including Asset Management and Neighbourhood services;
- Redesigned the homelessness service to comply with the Homelessness Reduction Act changes;
- Launched a new Wellbeing service delivery model;
- Developed and implemented a new Asset Management Strategy;
- Developed new build schemes in conjunction with the Council, including a supported housing scheme for homeless persons and an extra care housing facility at Saxon Court;
- Taken a lead role in the development and implementation of locality working; and
- Worked to maintain income levels while supporting tenants through a period of major welfare reform.

The future:

Our 2019/20 delivery plan will be available shortly and it will summarise our strategic intent and our operational priorities. While the primary focus of SCH continues to be the delivery of core housing services, we are committed to playing our part in effective partnership working to deliver beneficial outcomes for Solihull residents and communities.

Last year, we developed a new corporate brand which we began to implement in 2018/19 to reflect our commitment to make a positive contribution to shaping our neighbourhoods. The brand encompasses what is core to SCH, namely:

- Creating homes;
- More than bricks and mortar;
- Strengthening communities;
- Customer service;
- Passion in people;
- Working together; and
- A responsible business

Our priorities are to:

- **Strategic priority one**: deliver a step-change improvement in customer satisfaction and engagement with SCH services;
- **Strategic priority two**: Utilise opportunities for stock growth in the context of the Solihull Strategic Housing Framework and invest intelligently in the current housing stock;
- **Strategic priority three**: Embed ‘Safer Homes’ as a core theme, integrating tenant engagement as an essential component;
- **Strategic priority four**: Implement locality working;
- **Strategic priority five**: Staff development; and
- **Strategic priority six**: Increase digital engagement.
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The leadership team

Fiona Hughes - Chief Executive
Fiona was appointed to the CE role in April 2017, offering more than 30-years’ experience in social housing and health, largely in the West Midlands area.

She began her career as a housing manager for Sandwell Council, and was appointed at Birmingham Health Authority where she led a large community regeneration project. She joined Birmingham City Council in September 2004, and for her last two years there, she was Head of Landlord Services, responsible for the housing management service across 62,000 properties, with a £40m budget and 500 staff.

She joined SCH in January 2015 as the Chief Operating Officer. Since becoming CE, she has worked closely with the Board and residents to develop the future strategic vision.

Richard Hyde - Chair
Richard joined the SCH Board as Chair last year bringing a wealth of non-executive insight and experience in housing and regeneration.

In his day-job, Richard is the CEO of an award-winning and growing SME that sells tools across for example, the construction, engineering, auto, safety and DIY sectors.

He is the chair of the editorial panel Chair at Thinkhouse, which launched last year to curate the best and most innovative research, publications and case studies on increasing the amount and quality of UK housing. He also represents SMEs at as national level via the Confederation of British Industry and is a member of the Estates Committee at the University of Warwick.

Richard is a former Board member of the housing regulator; Centro – the UK’s second largest public transport authority; Midland Heart; and the West Midlands regional development agency.

Mark Pinnell - Executive Director, Assets and Development
Mark began his career in quantity surveying in the commercial sector and joined Solihull Council in 2001 as an Emergency Building Surveyor. He transferred over to SCH in 2005 as a Senior Emergency Building Surveyor, responsible for a team of 8 surveyors, and developing partnering arrangement with the contractor for repairs in the south of the Borough.

Mark has been promoted several times at SCH and became an executive director last year. With an extensive track record in transformation, Mark has been focused on re-engineering key processes to improve customer services and deliver savings. He is responsible for all aspects of development and delivery of the asset management strategy, including 127 staff and a £23.5m budget.

Mark is an associate member of the Chartered Institute of Building and a Board member at St.Peter’s (Saltley) HA.
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**Surjit Balu - Executive Director, Housing and Communities**

Surjit has over 25 years of experience in the social housing sector, having led teams across a range of housing management and support related services. Surjit is passionate about people and creating strong, resilient communities.

Surjit joined SCH in February 2018 and is keen to enhance services for customers and the communities SCH operate in.

**Deborah Good – Executive Director, Customer & Corporate Services (interim)**

Deborah came to SCH in July 2017 to cover the executive housing post while permanent recruitment was taking place. She has stayed on to assist with a number of other key work streams and currently manages a range of functions that will then sit with this new Executive Director post that we are currently recruiting to.

Deborah has a wealth of housing experience having previously worked as Head of Housing and Lead Housing Inspector for the Audit Commission, and also in senior management roles with CIH consultancy and Derby City Council. Deborah has also served as a Board member with the highly regarded Berneslai Homes where she was also Chair of the Remuneration committee.

You can find further details of the Board team [here](#).
**Role profile**

**Key internal relationships**

**Job Title:** Localities Programme Manager

**Line manager:** Neighbourhood Services Manager

**Directorate:** Housing Management

**Other relationships:** Working closely with SCH and Solihull Metropolitan Borough Council Communications Teams to deliver effective communication to stakeholders, partners and wider communities. This role will support the wider corporate locality working programme.

**Core job purpose**

- SCH along with key partners including: SMBC, Adult Social Care, Children’s Services, Police, Health, Voluntary Organisations and the Third Sector have developed a new and innovative approach to locality-based working across the Borough of Solihull, bringing People and Place together in communities.

- Locality working operates through a delivery framework across three geographic areas of Solihull; North, East (incorporating the South of the Borough) and the West. It sees residents, communities, businesses and organisations as equal and unites people to maximise achievements.

- The Programme Manager will translate this locality-based approach into an operational delivery plan focussing on key priorities for SCH, bringing together everyone who plays an active part in our community to develop new ideas to help address local issues. This work will support the wider corporate locality working programme.

- The Programme Manager will be responsible for developing a robust project plan for SCH, coordinating delivery of key actions and milestones, collating and analysing data, liaising with key partners and agencies and, supporting key managers to ensure programme objectives are met.

- This is a new and exciting approach to locality-based working across Solihull and the Programme Manager role is expected to grow and develop with the project as it evolves.

**Role specific responsibilities**

**Policy and Strategy Development**

- To manage the development and delivery of Locality based working across the Solihull Borough for SCH and as part of the wider locality working programme.

- Make recommendations for achievement of key milestones and deliverable outcomes including; understanding needs in localities, building relationships, identifying and prioritising activities, planning best use of resources, creating opportunities to influence service delivery and, developing innovative solutions with communities to solve issues and challenges.
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- To support policy development through the re-aligning of services delivered to SCH customers and the people living in the wider communities such as; customer engagement and delivery of front-line housing management services.

- Develop and identify pathways with key services / partner organisations, produce recommendations for remodelling of customer facing services and relationships.

- Agree and implement a timetable for relevant information sharing with partners, stakeholders and the wider community.

Programme Management, Monitoring and Evaluation

- Develop project objectives, milestones and deliverables to ensure the successful development of the Localities implementation plan.

- To organise and facilitate project group meetings.

- Oversee and deliver day to day operational aspects of the implementation plan and provide monthly performance reporting on achievement of actions and milestones to the project group and to SCH Executive Management Team when required.

- Explore and review examples of best practice and provide evidence-based recommendations for enhancement of the project / objectives.

- Monitor and report financial resources assigned for the purposes of implementing the programme to ensure effective spend of the allocated budget to meet implementation plan objectives.

Partnership and Stakeholder Management

- Develop effective relationships with stakeholders and facilitate appropriate joint working arrangements, including new pathways and protocols.

- Work with a wide range of stakeholders commanding a high level of credibility with senior managers, partner agencies, SCH and Council officers. Maintain reliable and consistent communications with all members of the project team and stakeholders

- Support the SCH Head of Housing and Communities to review methods for collecting customer feedback and develop and initiate appropriate mechanisms for engagement

- Arrange, chair and facilitate multi-agency meetings with internal and external stakeholders to ensure that actions are progressed, and relevant issues raised and recorded.

- Assist with the review of existing contracts/partnering arrangements with stakeholders to ensure that existing provisions are efficient and avoid duplication.

- Such other duties as may be reasonably required from time to time.
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Marketing and Communications

- To play a key role in developing marketing information/materials and a communication plan.

- Working closely with SCH and SMBC Communications Teams to deliver effective communication to stakeholders, partners and wider communities.

- Maximising opportunities for use of social media in addition to traditional communication methods to promote and deliver the locality framework.

Conditions of Employment

Mobility and Flexibility
The post holder will be based at Solihull Community Housing Head Office but will be expected to work from Solihull Council House when required and from other SCH/SMBC offices within the Borough on a flexible basis.

You may be required to transfer to any post appropriate to your grade or to any location within the service of SCH as may be reasonably required.

No Smoking Policy
SCH operates a ‘No Smoking’ Policy. You will not be allowed to smoke in any SCH offices / workplaces / communal areas or in any other areas where other employees or customers are nearby.

Training and Development
SCH is committed to the personal and professional development of all its staff. You will be expected to take responsibility for your personal development and encouraged to identify your training and development needs through the annual appraisal process.

Health and Safety
You will be responsible for your own Health and Safety and that of colleagues and customers in accordance with SCH’s Health and Safety Policy.

Equal Opportunities
You will be expected to comply with SCH’s Equal Opportunities policy and to respect diversity and cultural difference.

Data Protection
You will be expected to comply with the provisions of the Data Protection Acts and to maintain confidentiality about work matters at all times.

Conduct
SCH expects a high standard of commitment and professional integrity at all times.

Safeguarding Children and Vulnerable Adults
SCH is committed to protecting children, young people and vulnerable adults and to promoting their welfare. All our employees are expected to be aware of safeguarding issues and to take responsibility for reporting any concerns regarding the safety or welfare of children or vulnerable adults to their Line Manager.

No job description can cover every eventuality, as such the postholder may need to undertake additional tasks.
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Person specification

**Education and qualifications**

- Educated to degree or higher national equivalent in a Business or Social Science subject or a significant level of relevant experience in a similar role
- A professional management qualification would be an advantage, as would membership of a relevant professional body or evidence of continuing professional development.

**Experience and knowledge**

- Experience in project or programme management including co-ordination and monitoring progress to ensure programmes are delivered on time and targets are met.
- Experience of working with a wide range of stakeholders including; such as Councils, Elected Members, Community, Voluntary and Third Sector, organisations.
- Experience of leading, organising and facilitating the delivery of information sharing workshops/presentations and briefing sessions to a range of audiences.
- Experience of managing project teams.
- Experience of managing financial resources to ensure effective spend of budgets associated to the project.
- Desirable would be experience of working in a Council or Arm’s Length Management Organisation (ALMO) or Housing Association setting.

**Skills and abilities**

- Demonstrate effective organisation skills, with ability to work independently, exercise initiative, manage own time, prioritise workload and manage competing demands to meet project deadlines.
- Ability to identify and co-ordinate the potential availability of wider partner resources to meet implementation plan objectives.
- Able to exercise sound judgement and deal with barriers and blockages without referring upwards in all cases.
- Able to think creatively and laterally to solve problems and develop innovative solutions.
- Able to demonstrate effective negotiation and persuasion skills whilst maintaining credibility.
- Highly developed communication skills including the ability to communicate sensitive and contentious information both verbally and in writing.
- Demonstrate effective interpersonal skills to engage, , build and maintain effective relationships between and within teams, directorates and partner organisations.
- Resilient when faced with conflict, competing work demands, uncertainty and difficult situations.
- ICT skills, able to use MS Office, Excel and PowerPoint (or similar) to produce and present professional documents & presentations.
- Ability to interpret and analyse complex statistical data and, translate information into a range of formats for audiences with different levels of understanding.

- Full UK driving licence and use of car for business purposes however for disabled applicants, reasonable adjustments will be made where required.

**Personal attributes**

- Ability to work on own initiative and able to prioritise and be resilient when faced with competing work demands, uncertainty and difficult situations.

- Able to think creatively and laterally to solve problems and develop innovative solutions.
Organisational Structure

Chief Executive
Fiona Hughes

Executive Director Housing & Communities
Surjit Balu

Head of Housing & Communities
Vacant

Executive Director Customer Service Transformation & Business Support
Vacant

Executive Director Assets & Development
Mark Pinnell

Head of Assets & Development
Vacant

Chief Financial Officer for SCH from SMBC
Samantha Gilbert

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April 2019
Key terms and conditions

Contract

One Year Fixed Term

Remuneration

An annual salary, depending upon experience £33,136 – £41,846 (pay award pending)

Local government pension scheme.

Annual leave

The annual leave entitlement is 24 days, plus public holidays.

Location

The head office is based at Endeavour House, Meriden Drive, Solihull B37 6BX. With flexible working throughout the Borough from Council and other partner locations.

(Occasional travel is expected in line with the requirements of the role).

Hours of work

SCH keeps typical office hours from Monday to Friday. However, this is a leadership role and as such flexibility is expected in fulfilling role requirements. This will include evening work and occasional weekends too.

Probation and notice periods

Confirmation of employment is subject to satisfactory completion of a six-month probationary period. The contractual period of notice after passing probation is three months.
Key dates and the selection process

**Closing date:** 12 noon, Friday 10th May 2019

We will be in touch with candidates Friday 17th May to advise on outcome of application.

**Interviews:** Friday 7th June

Candidates will be invited to an interview with a SCH panel with Brenda Gallagher and Tina Keen. This will take place at Endeavour House.

Psychometric testing will form part of your interview process.

If you are unable to attend on any of the identified dates for interview, please do speak to Campbell Tickell before making an application.
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West Midlands / Up to £42,000 depending upon experience - 1-year fixed term contract

As our new Localities Programme Manager, you will be managing the development and delivery of locality-based working across the Solihull Borough for SCH and as part of the wider locality working programme.

As an Arms Length Management Organisation (ALMO) established in April 2004, we provide services to over 24,500 customers and manage housing services on behalf of Solihull Council.

Our vision is to provide homes, improve wellbeing and strengthen communities; we feel that the work we do at Solihull Community Housing (SCH) for and on behalf of the Council, and all residents in the borough, has never been more important.

The overall economic picture means that we are constantly exploring creative ways in which we can meet the continuing demand for affordable homes, while still delivering value for money.

We are a can-do organisation and we know our role is about more than property, never forgetting that we are also building, supporting and investing in people and communities.

We operate in a vibrant region, with a strong sense of community and a diverse population profile and are at the heart of delivering a strategic vision for housing, wellbeing and place across Solihull.

This is a new and exciting approach to locality-based working across Solihull and the Programme Manager role is expected to grow and develop with the project as it evolves. If you like the idea of working in a challenging and rewarding environment, then we could be a home for your talent.

If you would like to find out more then please visit www.campbelltickell.com/jobs/
Closing date: 10th May 2019