

CAMPBELL  
TICKELL



**Solihull**  
Community Housing  
Shaping our neighbourhoods

# Head of Housing and Neighbourhoods

Recruitment pack

November 2020

## Your application

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Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order 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 for this post 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 submit your completed application documents using the online form, which is accessible via our jobs page: [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)

Applications must be received by **Monday 14<sup>th</sup> December 2020**

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call us 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 you would like answered to help you decide whether to apply, please do call me for a confidential discussion.

Kind regards,

Bill Barkworth

**Senior Associate Consultant**

07706 369 273

Gera Patel

**Partner**

020 3434 0990

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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 leadership team, here at SCH.

We have a five-year Future Strategic Vision 2020-2025: **creating better homes and thriving communities**, which embraces a continuing commitment to contribute to the development and implementation of the Solihull Council Plan. We feel that the work we do at SCH 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.

This Head post in neighbourhood services has been created to ensure that we have sufficient management capacity. Reporting to the Executive Director of Housing and Communities, at Head level, you will be taking the operational lead for team performance and service quality.

We expect our new Head to work closely with our Executive Director for Customer Service Transformation & Business Support and Executive Director of Assets and Development, to consider how as a leadership team at SCH, we collectively deliver with an unstinting focus on the quality of the customer experience.

You will need to demonstrate a senior track record in neighbourhood services, and we expect that you will have experience of managing resources, systems and performance. We are especially interested in your people management skills. You will appreciate that taking your team with you, is going to be crucial to future success. We also want to be assured that our new Head is wholly committed to customer engagement and involvement, recognising that our customers are at the heart of all that we do, and that their input in, for example, scrutinising performance, determining standards, providing feedback on service quality etc. is crucial to our overall business success.

This is an influential role where your work will be noticed by a range of stakeholders where an understanding of working within an ALMO environment will be important. If you seek a role that offers challenge and the opportunity for personal development (through our Senior Leadership Development Programme) 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.

*Fiona Hughes*

**Fiona Hughes, Chief Executive**



## About Solihull Community Housing

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We are an Arm's Length Management Organisation (ALMO) established in April 2004 to manage the 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: creating better homes and thriving communities**

### Some quick facts:

- We manage around 10,000 tenanted homes; 1,300 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 more than 100 temporary units (both Council and privately leased stock) for homeless households 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 services for young people.

### In 2019 we:

- Let 710 council homes.
- Assisted 235 households with rehousing when homelessness could not be prevented or relieved.
- Supported 435 households, to prevent or relieve homelessness.
- Received 154,085 telephone calls into our contact centre.
- Carried out 37,701 repairs.
- Delivered adaptations to 1,840 properties helping residents to remain in their own homes.

You may also like to read our [Future Strategic Vision 2020-2025](#).



**Our Strategic Vision:**

**Creating better homes and thriving communities.**

Our Values:

- **H**onesty
- **E**xcellence
- **A**chieving together
- **R**espect
- **T**ransparency

SCH is not just concerned with what we do but how we do it. Alongside our core values, the following commitments underpin all that we do:

- Promoting environmental sustainability
- Be inclusive
- Listen to our customers
- Embed an organisational culture to support our values
- Support our customers who need it

**Our Strategic Aims:**

- Creating Homes
- More than Bricks and Mortar
- Strengthening Communities
- Excellent Customer Service
- Passion in People

Our Delivery Plan 2020-2021 (read [here](#)) summarises our strategic objectives for this year, set to enable us to meet our strategic aims.

## The leadership team

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### 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 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 a 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 arrangements 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.



**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.

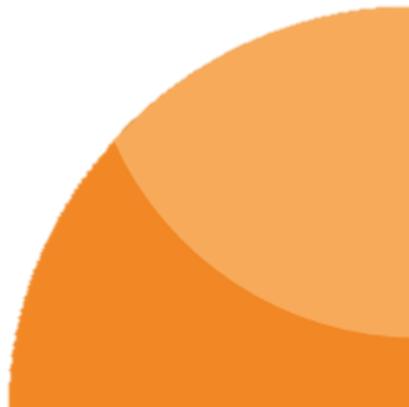


**Kevin Bennett – Executive Director of Customer Service Transformation and Business Support**

Kevin Joins SCH with over 15 years working within customer operations across the public and private sector including Telecoms, Utilities, Local Government and Customer Consultancy. In recent years, Kevin's focus has been around the fundamental transformation of services to become customer centric and effective and efficient, whilst enabling organisational culture to thrive.

One of Kevin's key focusses at Solihull Community Housing is around the development of the digital strategy across the business and communities we serve.

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



## Role profile – Head of Housing and Neighbourhoods

### Key internal relationships

**Reports to:** Executive Director of Housing and Communities

### Job purpose

To have responsibility for delivering key neighbourhood services, demonstrating effective leadership and drive to be a sector leader. You will be instrumental in shaping service delivery to ensure a seamless service for customers. With a strong understanding of an ALMO working environment, you will work closely with Solihull Metropolitan Borough Council leads, and service a range of external relationships with partners and elected members.

### Duties and responsibilities

- To take overall responsibility for the delivery of excellent neighbourhood services for SCH including Tenancy and Estate Management (including a cross tenure Anti-Social Behaviour Service), Income Collection, Rent Control, Money Advice, Tenancy Sustainment (including the Housing Register) and Locality Working. The role will also have responsibility for a specialist Mental Health Officer supporting teams with more complex customers;
- To be accountable for a suite of Key Performance Indicators and measures for service areas within your responsibility and, contribute to wider key corporate objectives;
- To support the SCH Delivery Plan and Solihull Council Plan;
- Support the SCH goal to be a housing sector leader for service delivery and performance;



- To be instrumental in improving customer satisfaction and supporting key cross-cutting agendas within SCH and with partners;
- To ensure customer engagement informs service improvements;
- To ensure that neighbourhood services respond effectively to national policy and legislative changes minimising impact on customers e.g. welfare reform, ASB legislation;
- To ensure that SCH neighbourhood services are consistent with the policy priorities and framework of SMBC;
- To effectively manage external contracts relating to neighbourhood services;
- To take management responsibility for ensuring health and safety within neighbourhood services is a strategic and operational priority at all times, and that best practice is observed and monitored robustly;
- To take overall management responsibility for the staff teams dedicated to the delivery of neighbourhood services (approximately 70);
- To ensure financial discipline is observed across neighbourhood services so as to operate within budget at all times, delivering value for money and vigilantly identifying opportunities for efficiencies promptly as they arise, and any opportunities for income generation as part of SCH commercial activity; and
- To provide an out of hours response where issues are escalated through duty cover arrangements.

#### SCH organisational duties and responsibilities

To provide strong and dynamic leadership and strategic direction for SCH as one organisation and for the service areas that you head. You will:

- Work collaboratively with Heads of Service and senior managers to ensure an integrated organisation which promotes and delivers the SCH organisational vision.
- Serve as an ambassador for SCH, championing both the organisation's core purpose and its vision and values.
- Provide management, supervision, direction and support to all service managers within your management.
- Seek opportunities to empower direct reports through delegation, coaching, mentoring, and by personal example.
- Inspire, motivate, and challenge staff to generate real commitment and a shared sense of purpose.
- Proactively encourage creativity, innovative thinking and fresh ways of working.
- Challenge unacceptable staff behaviour robustly.
- Effectively monitor and manage staff absence.
- You will be a member of SCH Senior Management Team where you will make collaborative and constructive contribution to the development of the organisation.
- You will support SCH Committees and Board as required, including production of reports and any other relevant input.
- You will provide input into a range of programme and project boards including; IT and Procurement, MSHT and Safeguarding.

### Proactively encourage a high-performance culture

- Set standards and targets for continuous performance improvement that put the customer at the heart of all considerations.
- Encourage and enable the development of new ideas and ways of working.
- Monitor outputs and outcomes, challenging and addressing poor performance and acknowledging and celebrating individual and team achievements.
- Actively support the development of people, their knowledge and skills and identify talent and potential across service areas.
- Encourage and develop a culture of seeing a problem through to its resolution.

### Operate strategically

- Working with service managers, develop a clear vision for achieving continuous service improvement.
- Plan and map appropriate routes to achieving this vision.
- Working collaboratively with the Council to effectively deliver and meet the Council's statutory responsibilities relating to the service areas which you manage.
- Set both short and long term priorities.
- Plan ahead, being aware of likely future initiatives, legislative changes, and developing best practice.
- Develop and use all available networking opportunities to broaden knowledge, experience and better ways of working.

### Work in partnership

- Lead on and embed the Locality working approach for SCH, working with key partners.
- Foster productive networks and effective working relationships both internally across SCH Directorates, with SMBC and in the broader context, externally with other public (social) and private housing providers.
- Ensure joined up working across services with local partners and all stakeholders.
- Proactively engage with and facilitate collaborative working to achieve effective change and improved service provision.
- Ensure service compliance with Solihull's safeguarding agenda (covering both children and adults).

### Communicate effectively

- Communicate with people openly, directly, honestly and promote a free flow of ideas and information.
- Ensure service managers, their teams and other stakeholders are regularly briefed and are kept informed of changes, developments and the 'Bigger Picture' concerning SCH's delivery plan and objectives.
- Ensure that the giving and receiving of effective feedback becomes the norm across service areas and be prepared to confront difficult issues openly and with integrity.

- Be approachable to staff and customers.

#### Financial management

- To hold and effectively manage the budgets for the service areas, delegating as appropriate.
- Be fully aware of the need to obtain Best Value in service delivery and to constantly seek to achieve efficiencies and value for money arrangements across all service areas.
- Have lead responsibility for the effective contract management of any contracts relating to your service areas.

## Person specification – Head of Housing and Neighbourhoods

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### Education and qualifications

- To be educated to degree level or equivalent
- To hold a professional housing qualification
- Membership of CIOH or other relevant professional body

### Experience & knowledge

- Experience at a senior level working in housing management
- Sound practical knowledge and experience across the range of housing management activities covered by this post
- Proven track record in leading teams and delivering projects within timescales and budgets
- Detailed knowledge of legislation and best practice regarding social housing
- Experience of working in partnership
- Experience of liaising with internal and external agencies
- A strong understanding of equal opportunities in employment and service delivery
- Evidence of continuing professional development.

### Skills and abilities

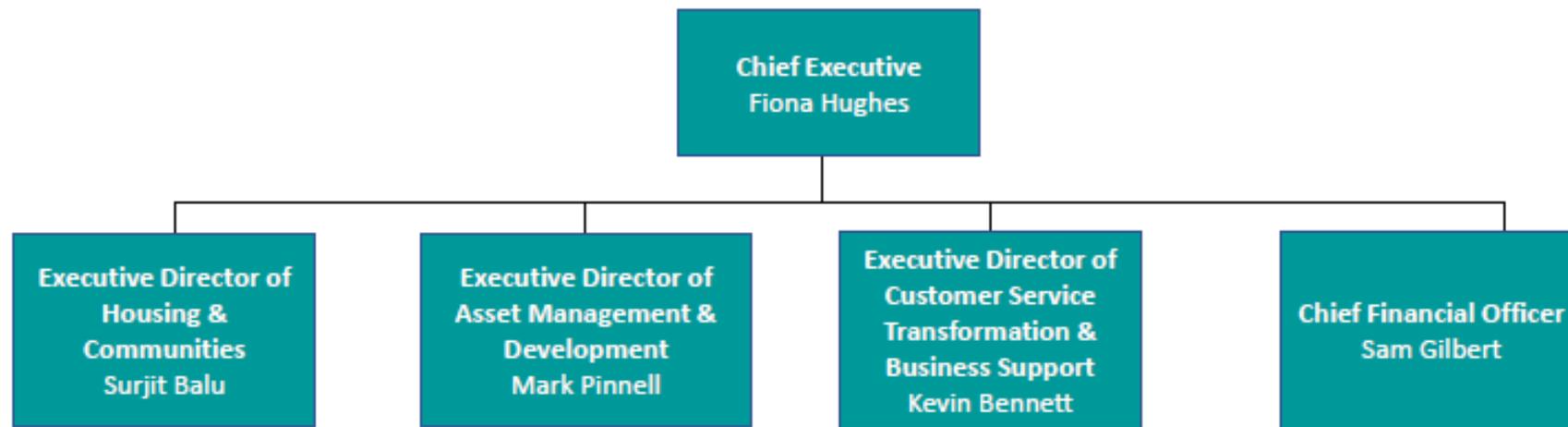
- Excellent leadership skills
- Ability to operate strategically and to analyse processes and practices
- Able to motivate teams and deliver high levels of performance
- Excellent communication skills, including the ability to communicate with people from all walks of life both verbally and in writing
- Excellent presentation and report writing skills, using good 'Plain English'
- Excellent persuasive and negotiation skills

### Personal attributes

- Have the drive, energy and passion to provide the very best results
- Resilient and able to cope well with pressure
- Customer focused
- Performance orientated
- Innovative and analytical

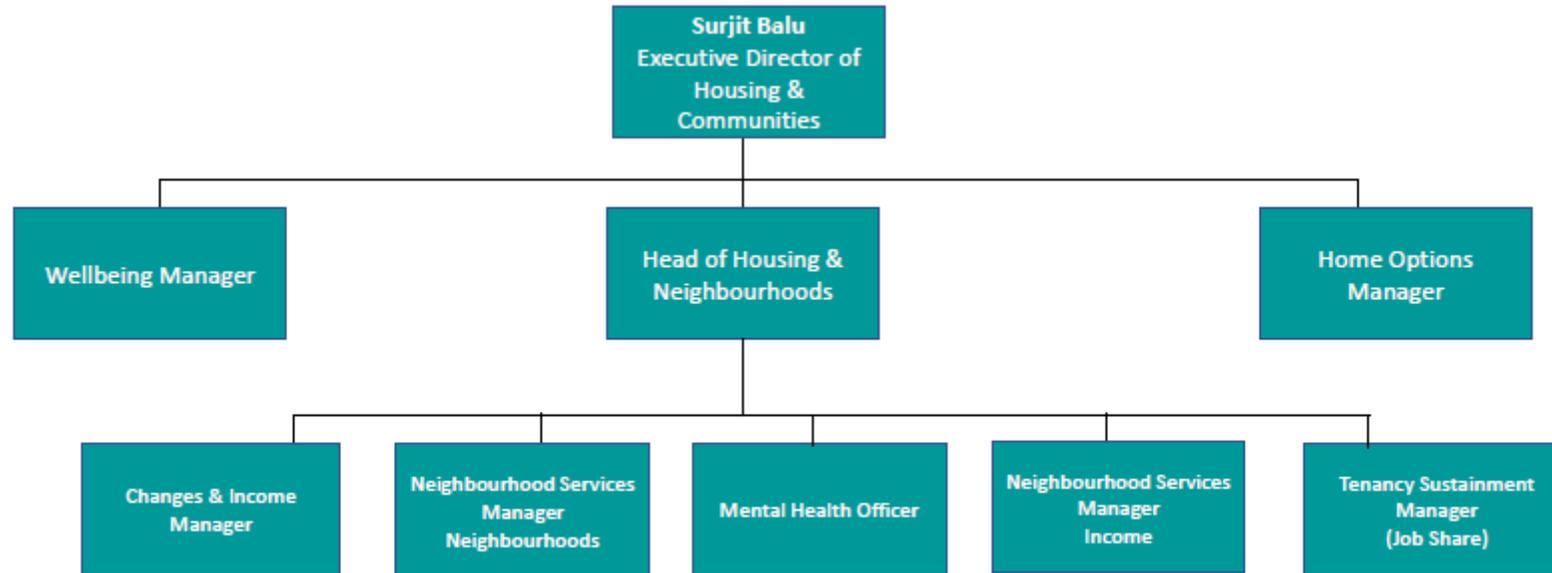
## Leadership structure

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## Housing and Neighbourhoods directorate

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## Key terms and conditions

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### Remuneration

An annual salary, depending upon experience of up to £63,734.

Local government pension scheme with matched employer contribution up to 16%.

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### Annual leave

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

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### Location

The head office is based at Endeavour House, Meriden Drive, Solihull B37 6BX.

Travel across all of SCH's operating area is essential given the importance of visibility for all senior staff.

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

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### 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.

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### 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

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**Closing date: Monday 14<sup>th</sup> December 2020**

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**First interviews with Campbell Tickell consultants and meeting with Surjit Balu, Executive Director Housing and Communities and Emma Birch, HR Business Lead : week commencing 4<sup>th</sup> January 2021**

These interviews will be held at virtually.

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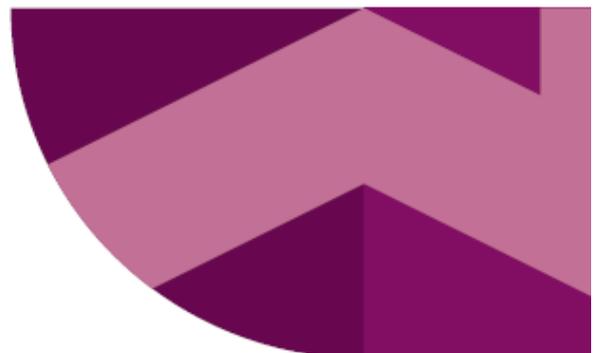
**Final interviews: Week commencing 11<sup>th</sup> or 18<sup>th</sup> January 2021**

All shortlisted candidates will be asked to complete a psychometric profiling questionnaire, an online written and prepare a presentation for the final interview.

Final interviews will be held at Solihull Community Housing's offices, subject to any distancing restrictions existing at the time.

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*If you are likely to be unavailable for any of the relevant interview dates specified above, please contact Bill Barkworth, Senior Associate at Campbell Tickell - mobile: 07706 369273 email: [bill.barkworth@campbelltickell.com](mailto:bill.barkworth@campbelltickell.com).*



Media advertisement

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# CAMPBELL TICKELL

Telephone 020 8830 6777  
Recruitment 020 3434 0990

[info@campbelltickell.com](mailto:info@campbelltickell.com)  
[www.campbelltickell.com](http://www.campbelltickell.com)  
[@CampbellTickel1](https://www.instagram.com/CampbellTickel1)