



CAMPBELL
TICKELL

Director of Customer Services

Recruitment Pack | March 2024



Your application

Thank you very much for your interest in this Director of Customer Services post at Populo Living. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what Populo Living is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 10am, Monday 22nd April 2024. Please ensure we receive your application in good time.

Do call me 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.

Kind regards,

Isabella Ajilore

Isabella Ajilore
Search Consultant
020 3696 9561

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Welcome to Populo Living

Thank you for your interest in joining Populo Group as our new Director of Customer Services. I am very pleased that you are looking at this opportunity and I hope that this document serves to heighten your interest in this exciting role in our executive team.

Newham is one of the fastest growing, young and diverse boroughs in the country, with over 350,000 residents. And while major business districts and business hubs in the area bring opportunity and employment into our part of the city, Newham is also ranked amongst the most deprived boroughs in England. Like many parts of London, the housing crisis in the Borough and the overcrowding, disrepair and poor conditions of much rental property is a driver and compounder of deprivation for many.

Populo is part of the solution to the capital's housing crisis. We were set up to build new homes to a high standard for the people of Newham and have been on a rapid growth trajectory since our founding and we don't see that slowing down any time soon. To date we have built c. 800 homes.

We are able to achieve a 50% rate of affordable housing in our developments, with the rest for market rent with the revenue from the latter supporting the former. This is a remarkable achievement, and has been possible by building an excellent in-house development team that manages our development work, and by keeping a single-minded focus on the commerciality of what we do.

We are not a large organisation. But we punch above our weight and consider that we are delivering on a blueprint which we think could be model elsewhere - for how to get good quality sustainable homes built in the capital whilst retaining the land owned by the council and producing a social dividend. We are innovative, nimble, and responsive and these ways of working are at the heart of how we operate.

Our new Director will be the lead for customer services and asset management for our existing homes, and manage Populo Homes, our RP subsidiary. This means both our affordable housing offer and those homes we rent on the open market, catering for a wide range of customers. The diverse richness of Newham will require you to engage with and respond to the different needs and expectations of different segments of our customers and communities – getting this aspect right is critical to success in the post.

We expect you will have senior experience in the housing sector. And while this is a broad role, the core is about our commitment to our customers, and your passion and equal commitment to delivering quality homes and services.

We consider that this is an exciting opportunity for an ambitious property professional to have a tremendous impact on the lives of people in this part of the capital and beyond, in an organisation that blends social values with a strong commercial core. If this sounds like the kind of challenge that inspires you, we'd love to hear from you.

Deb Heenan

Deb Heenan
Chief Executive

About Populo Living – *Making Newham Home*

Populo Living is a development and housing company wholly owned by our single shareholder, Newham Council. We enable Newham to keep control of Council land and build high quality, low carbon homes and neighbourhoods whilst retaining the developer profit for Newham Council, in the form of new affordable homes and long-term investment income. We build homes for private or affordable rent.

Since our formation we have grown considerably through the tireless hard work of our team, stakeholders, and partners. Today, we have 800 homes with 75 more in development. Of these, 251 are affordable rent managed by our subsidiary Populo Homes, and the rest are Build to Rent homes and owned / managed through Populo Living. The Group has secured planning consent for a further 2,700 homes, creating an exciting growth opportunity for the foreseeable future.

The Carpenters Project

Populo, in partnership with Newham Council, is leading on London's largest regeneration project. The Carpenters Estate is a 28-acre site next to Stratford Station, where we are implementing our redevelopment masterplan which will see a comprehensive transformation of the area. Around 300 of the existing homes will be retained and refurbished, and 2,152 Modern and sustainable new homes will be built - 50% of which will be genuinely affordable - as well as significant commercial space, and new streets and roads will provide greater connectivity.

The Populo Group

The Populo Living Group consists of three companies:

- **Populo Living** – managing homes to rent on the open market
- **Populo Homes** – our registered social provider business, managing high quality genuinely affordable social homes, along with a small number of shared ownership
- **Populo Design & Build** – the business overseeing design and construction of all our homes, working with partners and suppliers

Our Values

We do things better: We are constantly learning and seeking to improve things. We believe that people in Newham should enjoy the best possible design, build and management standards. We innovate in order to create and deliver quality homes responsibly and sustainably. We look for ways to deliver the best quality we can while ensuring value for money.

We care: 'Populo' means 'with the people' – we put people first. We engage with our residents and each other because we know that Newham is its diverse people, and our success depends on both our team and our residents. We're dedicated, passionate and believe that what we do matters.

We create community: Newham should be home for everyone that wants to live here. We include, involve, and support existing communities and create strong new ones. We're committed to providing an attractive and more sustainable built environment; we want local communities to thrive. We're here for the long-term and are planning for the future.

Mission Statement

Our mission is to design, develop and manage high quality homes and neighbourhoods across Newham. Our sustainable developments will become new communities and strengthen existing ones. Whether for private or social rent, residents will enjoy excellent standards of design and customer service and stay for the long term. In delivering this, we will provide a stable financial return to Newham Council.

Vision Statement

Our vision is that by 2030 we will manage at least 2,000 new high quality sustainable rented homes in Newham and generate significant social value investment through our Community Wealth Building Strategy and as a Net Zero Carbon company. This Vision aims to support the wider Council vision that is centred on using Community Wealth Building as a powerful force for economic and social justice, creating a fairer, more equal, and sustainable borough in which people have a genuine opportunity to reach their potential.

Our Strategic Objectives

We have five Strategic Objectives, these are:

1. Deliver at least an additional 2,000 new homes direct and for LBN by 2030 - of which 50% will be affordable.
2. Deliver a financial return to the London Borough of Newham.
3. Drive best performance, achieving top-quartile service levels while ensuring our homes are safe and sustainable, and our communities are places where people want to live.
4. Develop an organisational culture focused on continuous improvement and operational efficiency where we consistently maximise the 'triple dividend' for The Council.
5. Grow the talent in our team, maximise diversity, inclusion, and investment in our people that underpins our growth ambitions.

Key documents: For more details, read our [2023-24 business plan](#).

Our Team



Deborah Heenan
Chief Executive Officer

Deborah is the Chief Executive Officer of Populo Living, building new homes in Newham, East London, on behalf of Newham Council. Deborah and the Populo Living team are committed to providing more homes that are affordable and high-quality places that will stand the test of time. Her career ranges from Strategy Director for a major residential developer, to advising the former PM on Housing Policy, to delivering large scale residential schemes directly. Deb is also a Professor of Practice at the University of Wales, Trinity St David.



Michael Holland
Deputy CEO

Michael is Deputy CEO and part of the Executive Team. He is responsible for all development and construction activities across Populo Living. Michael has previously worked for both private and public sector organisations and has extensive experience of development over his career to date.



Hardeep Bhermi
Director of Finance

Hardeep is Populo's Director of Finance and Resources. He was previously Director of Finance for Housing Plus Group and over 20 years' experience in senior finance and management roles across the housing and property sector.

Role profile

Responsible to	Chief Executive
Responsible for	Head of PRS and Customer Services Head of Housing and Customer Services Assets and Facilities Manager Building Safety and Compliance Manager Total team: 12 staff

Job purpose

- Provide strategic direction and leadership for the delivery of an excellent customer service to all of Populo’s customers, including all aspects of property management, repairs and maintenance, lettings, income management, in line with all required regulatory and statutory requirements
- Working collaboratively with the Chief Executive and Executive team and Boards on the strategic planning and delivery of the business objectives and targets

Duties and Responsibilities

1. Lead and develop the strategic priorities and plans for all customer and housing service functions, and development of an excellent customer service platform to delivering the Group’s goals and objectives.
2. Be the lead Executive for all Populo Homes business and governance activities.
3. Develop and maintain excellent relationships with board members, customers, colleagues, and our partners at LB Newham.
4. Work with the Executive team to champion customer service excellence, continuous improvement, financial strength, high performance and business growth.
5. Recruit and build a team to meet the growth and service ambitions of Populo.
6. Ensure the values of Populo are reflected in all customer service work and that all services provided are delivered in line with the Populo’s vision, mission and values.
7. Provide motivational leadership, management and support to line managers and their teams, ensuring clarity of direction, effective communication, and development of personal potential and leadership skills.
8. As a member of the Executive team, maintaining up to date professional knowledge and providing advice and assistance to colleagues and Boards as required.
9. Act as an Ambassador for the Group, developing new partnerships to extend Populo’s reach, profile, and business effectiveness.
10. Lead on a range of partnership working with external agencies, including the Regulator, local

agencies, and other service providers.

11. Lead the customer service team's approach to customer complaints to provide a timely and effective response and apply learning for service improvement.
12. Ensure that our services are designed around things that matter most to our customers, that service is responsive, and we continue to evaluate new ways of working and learning to maximise effectiveness.
13. Lead and inspire change and develop a high performing team culture across all areas of responsibility and delivering agreed business and service plans and supporting KPI's
14. Build a robust customer understanding of service delivery to ensure that our homes and services continue to meet and respond to customer needs.
15. Develop customer insight and data programme to better inform decision making and strategy development.
16. Review and build customer channels to ensure that our services are accessible, and responsive to the diverse make up of our customer base.
17. Continuously review the effectiveness and efficiency of our service offer to ensure that the Group provides value for money to our customers, and stakeholder.
18. Contribute to the development of strategic and financial plans and keep the business plan and other key strategies under review, whilst managing and mitigating associated risks.
19. Ensure all services are compliant with regulatory and statutory requirements and that all our homes provide a safe and healthy environment for customers.
20. Ensure compliance with the Group's Health and Safety Policy and procedures throughout all aspects of service.

Strategic Leadership

21. Support the Chief Executive and Executive Team to develop the Group's strategy and business plan ensuring they are financially robust and sustainable.
22. Work with the Executive Team to plan, resource and implement business strategies that deliver the company's agreed objectives within the agreed risk appetite of the Board.
23. Contribute positively to the effective strategic leadership of the company, ensuring the work of the directorate is fully aligned with Populo's vision, values and agreed business objectives.
24. Work with the Executive Team to develop the company's pipeline and growth strategy – ensuring Customer and Housing Service functions, provide a consistent and excellent customer service platform through which to delivering the Group's goals and objectives.
25. Support the Board and Executive team to develop Populo's relationship with the London

Borough of Newham - maintaining and enhancing a mutually collaborative, effective, efficient and resilient relationship.

26. Work collaboratively with the Executive Team, ensuring effective and robust financial reporting and controls, governance protocols and a risk management framework operate across the company's activities.
 27. Work collaboratively with the Executive Team to establish delivery assurance arrangements to ensure the company's strategies and operational delivery are aligned with the agreed Business Plan objectives.
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Budget and Data Leadership

28. Contribute to the planning and delivery of the annual Business Plan and ensure a robust culture of budget and financial, accountability, and control across the directorate that meets Shareholder and Board expectations.
 29. Analyse key areas of service delivery and identify strategic solutions to improve performance and services ensuring Populo maximises value for money, quality and cost efficiencies in all of its activities.
 30. Lead on providing excellent customer satisfaction in partnership with our customers and community.
 31. Manage a robust approach to arrears management, void management and access to anti-poverty initiatives for our customers.
 32. Effectively communicate relevant business and performance data to the team, customers and shareholder where appropriate.
 33. Ensuring all information, reports and statistics are recorded, processed or produced in line with GDPR, Populo's Policy and Procedures and any regulatory requirements, within agreed timescales.
 34. Ensure requests for information, reports and statistics are responded to within agreed timescales.
 35. Ensure the integrity of data is sufficient so that it can be leveraged to offer business insight to deliver service improvement.
 36. Analyse complaints identifying strategic and operational solutions while embedding a culture of learning and continuous improvement.
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People Management and IT

- 37. Support the people management strategy with a particular focus on EDI and the development and wellbeing of all staff.
 - 38. Ensure robust policies and procedures are in place to enable effective recruitment and on-boarding.
 - 39. Ensure staff have bespoke appraisals and development plans.
 - 40. Work with the Executive team and senior managers to ensure IT hardware and software supports and enables the delivery of Populo’s objectives.
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Organisational Leadership and Development

- 41. Embody a leadership style that is collaborative, strategic, commercial and delivery focused - while coaching and empowering colleagues to continually focus on housing quality, environmental sustainability, social value, and business effectiveness.
 - 42. Visibly champion the promotion of diversity, equality and inclusion in the design and delivery of company activities, while considering the impact on staff, partners and stakeholders.
 - 43. Support the development of a meaningful performance culture that sets stretching but realistic targets for all staff and facilitates a safe working environment, that promotes wellbeing.
 - 44. Contribute to the identification of opportunities to improve company business processes, technology, and people capabilities; establishing improvement plans as needed.
 - 45. Support the development of a culture of learning and accountability, encouraging knowledge sharing and remaining open to new models of innovation and delivery.
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Stakeholder and Relationship Management

- 46. Build strong strategic relationships with Populo’s shareholder, as well as with external partners and regulatory bodies, to influence and deliver positive outcomes for the business.
 - 47. Contribute to the planning and delivery of a robust external communications strategy that meets the needs of the Populo Board, Client, Shareholder, customers, and supply chain partners.
 - 48. Maximising the company’s Social Value offer through biodiversity, mutually supportive mixed communities with shared infrastructure, generating employment, apprenticeships, and training opportunities for residents.
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Person specification

Qualifications

- a. Educated to degree level or equivalent with substantial experience in senior or executive roles in housing environment in either public or private sector.
 - b. Member of CIH or equivalent professional body, or equivalent experience gained in a professional setting.
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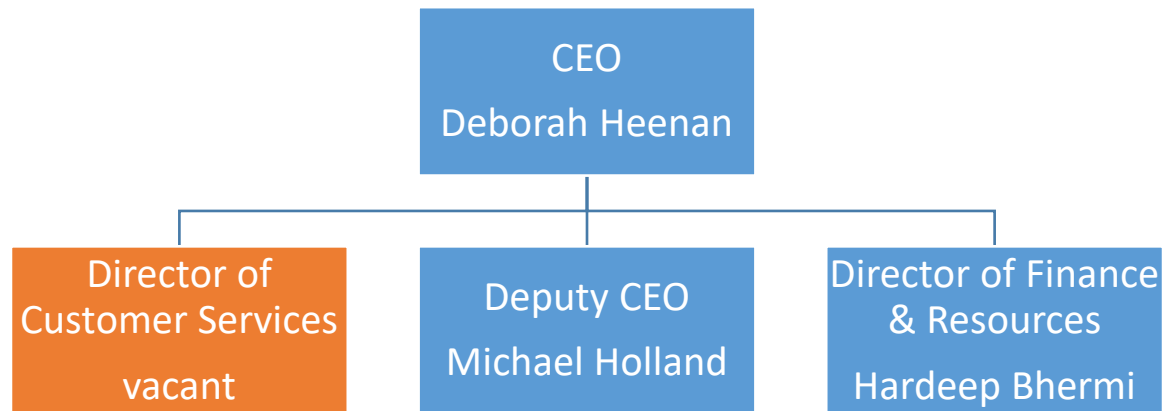
Experience, knowledge, and skills

- a. Substantial experience as a strategic leader in an executive/senior leadership role in the housing sector.
 - b. Conversant with social housing regulatory regime.
 - c. Experience of advising Boards and/or Committees at a senior level.
 - d. Wide range experience in strategic management, policy development and service improvement.
 - e. Extensive experience of dealing with complex housing issues.
 - f. Robust grasp of performance management, reporting, and risk management.
 - g. Proven track record of managing stakeholder relationships.
 - h. Strong communication and interpersonal skills, with an approachable, influencing style.
 - i. Ability to translate complexity into clear plans of action.
 - j. Confidence and ability to present and communicate to diverse audiences.
 - k. Good understanding of property maintenance and compliance environment.
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Attributes and Traits

- l. Act with integrity in all matters, and able to build high levels of trust and confidence underpinned by professional transparency with all stakeholders.
- m. Professionally resilient and experienced in managing complex, multiple priorities and embodying high levels of personal drive and energy.
- n. Committed to the promotion and delivery of equality, diversity and inclusion.
- o. A champion of innovation and proactively encourages creativity, ideas, and new approaches.
- p. Actively role models and champions company priorities and values in all aspects of job performance.
- q. Decisive and persuasive.
- r. Team player, capable of working on own initiative in a busy environment.
- s. Dedicated and committed to customer experience excellence.
- t. Collegiate, collaborative, and supportive.
- u. Highly organised with drive and passion for excellence.
- v. Strong organisational capability.
- w. Considerate and accessible.

Structure chart – Populo Executive Team



Structure chart – Populo Homes



Key terms and conditions

The role

Director of Customer Services

Remuneration

£100k pa

Working Hours

The company works a 35-hour week, with normal official hours between 9.00 to 17.00 Monday to Friday. You may be required to work such additional hours as may be necessary for the proper performance of your duties without extra remuneration, and these hours can be flexible around your child care arrangements (if necessary).

Populo operates a hybrid working policy, with (minimum) 3 days per week expected in the office.

Pension

Scottish Widows (employee pension contribution of 5% and Populo will contribute 10%).

Annual leave

Annual leave entitlement is 30 days per year plus bank holidays. The holiday year runs from 1st January to 31st December.

Location

This role is based at our office, located in Stratford: Discover House, 379-381 High St, London E15 4QZ

Other benefits

Benefits include:

- Income Protection Scheme
 - Pink Salary Sacrifice – EV – leasing electric vehicles (rules apply)
 - Cycle to Work Scheme
 - Training budget of £1k a year
 - Life assurance cover
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Key dates and the selection process

Closing date: 10am, Monday 22nd April 2024

The client meeting to agree longlisted candidates will take place on Thursday 25th April 2024. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Wednesday, 1st May 2024

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held via MS Teams.

Final interviews: Thursday, 9th May 2024

Shortlisted candidates will be interviewed by a Populo panel led by Deborah Heenan (CE).

Director of Customer Services



£100k pa | London | Hybrid

Populo Living is Newham's dedicated property company, focused on creating affordable, sustainable communities. We believe in the power of home to shape lives and futures we strive to provide residents with safe, comfortable living environments while fostering a sense of community and belonging. We build great homes for the people of Newham, while both keeping land under council ownership and adding genuine social value.

100% owned by Newham Council, we are an innovative property and housing company that is building homes to help solve the housing crisis. Our new developments include 50% affordable housing, a ratio we are able to achieve through strong in-house development expertise and an unrelenting focus on commerciality. We have built 800 homes to date and have 700 with planning permission to be delivered in next 2 years. Our current portfolio includes a mix of c.250 affordable homes, both rented and leasehold, managed by our RP subsidiary Populo Homes, as well as direct to market rental properties.

We are excited to be seeking a new Director of Customer Services. Our new Director will lead on customer service and asset management across our portfolio of existing homes, as well as being to the lead executive for Populo Homes, retaining responsibility for all business and activities for the RP subsidiary. Taking into account our market rent homes and our affordable housing, we have a truly diverse range of customers, and this role will take the lead on delivering for them across all tenures. We know that our customers have high expectations of us, and this role owns our commitment to delivering on those expectations.

You will bring senior management experience in the housing sector, likely with a customer service/ housing or assets/ property background. What is more important than the specific role you are coming from is your passion and commitment to customers and getting it right for them first time. We are a small organisation that is dedicated to doing things well, and you will need to be ready to move seamlessly from the operational to the strategic, from the big picture to fine detail, and to embody the dynamic and fast-moving culture that is at the heart of how we work.

If you're ready to take on a leadership role with a purpose-driven property company, we'd love to hear from you. Join us at Populo Homes and be part of something truly impactful.

If this sounds like the kind of challenge you'd like to learn more about, then please contact Isabella Ajilore at Campbell Tickell to arrange a conversation in more detail at isabella.ajilore@campbelltickell.com or on 020 3696 9561.

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Role closes: 10am, Monday 22nd April 2024

CAMPBELL TICKELL

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