

CAMPBELL  
TICKELL



# Director of Operations

## Recruitment pack

March 2025

## Your application

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Thank you very much for your interest in this Director of Operations post at Colchester Borough Homes. 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 Colchester Borough Homes 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](http://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 on Tuesday April 22nd at 9am.** Please ensure we receive your application in good time.

Do call one of us 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,

*Alice Morris*

**Recruitment Consultant**  
**07931 432033**

*Isabella Ajilore*

**Search Consultant**  
**07572 166 417**

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## Welcome to Colchester Borough Homes

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Thank you for considering the opportunity to join Colchester Borough Homes as our next Director of Operations. We are excited that you are exploring this important leadership role and the chance to contribute to the ongoing success and development of our organisation. The role has come about as our existing Director, Karen Loweman, retires in 2025 after many years' dedicated service at the organisation.

Colchester Borough Homes is an ALMO wholly owned by Colchester City Council, dedicated to providing high-quality housing services to more than 7,000 homes across the City. We pride ourselves on our commitment to delivering excellent services that meet the diverse needs of our tenants, and as the Director of Operations, you will play a key part in driving this mission forward.

Founded in 2003, CBH has continuously evolved, and our core activities include housing management, repairs and maintenance, community support and building new social housing. We are focused on delivering exceptional customer experiences, ensuring that our residents live in homes that are not only well-maintained but also contribute to the creation of thriving communities. We are driven by our key behaviours of respect, collaboration, ownership and professionalism and we seek to embed these in everything we do.

As Director of Operations, you will lead across the operational side of our business, managing the delivery of services that directly impact our tenants' lives, including the provision of homelessness services. You will work closely with the leadership team and front-line staff to ensure the strategic direction of CBH is implemented effectively, driving continuous improvement and high-performance standards.

You will be joining a strong group of leaders that really operate well together as an effective team and face challenges across the organisation together. We'll be seeking energy and commitment from you as you establish yourself, and the ability to lead and inspire our busy operational teams, keeping close to the results and driving performance. You will also have an open and positive relationship with our Operations and Performance Committee, and your ability to build relationships and influence at all levels of the business and with stakeholders will be critical to success in this post.

This is a great opportunity for a proven leader from a local authority, ALMO, or RP environment to join a great organisation and further an existing performance culture. We are open to candidates moving into a director role for the first time, as well as hearing from those already established at this level. What will be really key is your commitment and passion for driving great results for those we serve.

I hope that this recruitment pack will heighten your interest in what I think is a fantastic opportunity, and should you have any questions or require further information, please don't hesitate to contact Campbell Tickell, who are supporting us with this recruitment.

*Philip Sullivan*  
**Chief Executive**

## About Colchester Borough Homes

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Colchester Borough Homes is an Arm's Length Management Organisation (ALMO) set up by Colchester City Council in 2003. We are an award-winning organisation and provide management and maintenance services to around 7,000 homes in the local area on behalf of the Council.

**Our Mission:** to deliver great value services that make a difference.

**Our Vision:** enabling customers, colleagues, and communities to thrive.

### Our Values

We are committed to our key company values ("The CBH Way") and focus on these in the planning and delivery of our services:

- **Building Trust** - We will work with customers to build trust in our service.
- **Delivering Customer Led Services** - We will work with customers to improve what we do and promote fair and equal services for all.
- **Commitment to Our Communities** - We will offer customers services they can rely on, which respect the needs of the community and individuals.
- **Delivering Professional Services** - Our staff are highly trained to enable customers to receive a knowledgeable response.
- **Providing Value for Money** in everything we do.

### Our Behaviours

Our organisational behaviours were drawn up as part of consultation with our staff. All colleagues are expected to demonstrate them and they are central to our culture and are part of what makes CBH a great place to work. The organisational behaviours are outlined below:

- **Respect** - Treating everyone as they would wish to be treated, recognising diversity and inclusion as an asset so that everyone feels valued, and their needs respected.
- **Collaboration** - Working with, communicating with, and supporting colleagues, customers, and community partners to achieve a common goal.
- **Ownership** - Taking responsibility for your work and taking accountability for your own performance, actions, decisions and self-development.
- **Professionalism** - Ensuring that your knowledge and skills are up to date, acting with integrity, making ethical decisions, and embracing change to improve outcomes for CBH and its customers.

CBH Strategic Plan 2022-27 [link](#)

CBH Annual Report 2023/24 [link](#)

## Our Team



### Philip Sullivan, Chief Executive

Philip has overall responsibility for the leadership and management of Colchester Borough Homes, including:

- Working with the Board to set the company strategy and policy
- Implementing the decisions of the Board
- Ensuring the company delivers its service performance commitments
- Leading the company's change management initiatives
- Managing key external business relationships, in particular Colchester City Council
- Overall responsibility for compliance with the regulatory framework and the Health and Safety lead for Colchester City Council in respect of the Council's homes



### Angelique Ryan, Director of Resources

Angelique's Key areas of responsibility are:

- Finance
- Audit and Risk Management
- HR, ICT, and Facilities Management
- Lead Director for the Finance and Audit Committee



### Chris Wait, Director of Assets

Chris' key areas of responsibility are:

- Asset management and major capital programmes
- Repairs and maintenance
- Building safety, health & safety and compliance
- New Homes
- Risk management

## Role profile

<b>Role summary</b>	
<b>Job Title:</b>	Director of Operations
<b>Responsible to:</b>	Chief Executive
<b>Responsible for:</b>	Head of Housing Management, Housing Solutions and Accommodation Manager, Housing Needs Manager, Service Improvement Manager, Accommodation Team Leader, PA to Directors
<b>Contact with:</b>	Colchester Borough Homes' Chief Executive, Directors and wider staff team, Board members, residents, Councillors and officers of Colchester City Council, other housing sector organisations, voluntary and statutory agencies, regulators, private sector organisations and the press.
<b>Staff team</b>	c. 117 colleagues

### Purpose of job:

To provide strategic leadership and management to the company's frontline services in support of CBH's Vision and Strategic Objectives, with a particular focus on continuous improvement in metrics and customer satisfaction through effective leadership and collaboration.

### Principle Accountabilities:

1. To take overall responsibility for the leadership and management of the company's frontline services to 7,000 households and to those in need of accommodation, specifically housing management (including Older Persons' Services), housing allocations and homelessness and business support (including resident engagement and service improvement), resulting in achievement of key performance metrics.
2. To drive achievement of the company's strategic plan objectives and other company-wide projects and programmes.
3. To build positive working relationships with the CBH Board to ensure that it is supported and empowered to deliver its functions and, in conjunction with the Director of Assets act as the lead Director for the Operations and Performance Committee.
4. To lead on ensuring services of relevance to the Operations Directorate adhere to the Regulator of Social Housing's regulatory Standards and expectations.
5. To build collaborative and trusting working relationships with key stakeholders and partners, in particular with Colchester City Council colleagues, in support of the company's strategic objectives.
6. To participate fully and positively as an executive member of the company's Directors Management Team and Corporate Management Team and act as an ambassador for CBH.
7. To provide motivational and visible leadership and support to line managers and their teams, ensuring clarity of direction, effective communication and development of personal potential.

8. To be responsible for the effective stewardship of the staffing and budgetary resources allocated to the directorate's frontline services, for timely and accurate reporting of financial performance, and to ensure that resources are managed within agreed plans.
  9. To realise cashable savings, or efficiencies through transforming services and introducing different models of service delivery.
  10. To establish clear service level agreements with relevant departments within Colchester City Council and other partner agencies for the delivery of services, to monitor these agreements and to sustain effective working relationships with the Council and other key stakeholders.
  11. To play a leading role in supporting CBH and the City Council's response to local government reorganisation delivering services in line with the geographical and service delivery outcomes.
  12. To be responsible for the identification and management of risks and for contributing to the company's risk registers. To ensure that controls are reviewed on a regular basis and to provide CBH's Board with assurance on internal controls.
  13. To take responsibility for the organisation's duties in respect of Safeguarding and health and safety as it relates to the Operations directorate.
  14. In conjunction with Corporate Management Team colleagues keep the Strategic Plan, Medium Term Delivery Plan, and other key strategies and policies under review.
  15. Develop, deliver and monitor a customer-focused frontline service, ensuring customer service standards are met, and customer satisfaction targets achieved.
  16. To work with corporate management team colleagues to develop an effective procurement strategy which ensures that CBH and the Council obtain value for money and meet compliance requirements.
  17. To lead the formulation of service plans and transformation projects designed to achieve continuous improvement within the Operations service, for approval by the Chief Executive, and be responsible for ensuring implementation of such plans.
  18. Identify, promote and implement community initiatives that involve residents and enhance sustainability of local communities.
  19. To deputise for the Chief Executive as required.
  20. To undertake other appropriate duties as directed by the Chief Executive.
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## Person specification

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### Skills & attributes sought

#### Education

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- Degree or equivalent qualification.
- Corporate membership of a relevant professional body e.g. CIH.
- Evidence of continuing professional development.
- Professional Qualification *desirable*.

#### Previous experience

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- Significant senior level management experience within the sector (Housing Association or Local Government).
- Delivery of customer focused housing services across a range of service areas at a senior level.
- Formulating and implementing business and strategic plans and delivering results.
- Proven ability to work effectively with Boards, Committees or similar voluntary bodies
- Significant budget management.
- Developing and implementing policies and strategies that promote tenant involvement, customer service, best practice and deliver results.
- Understanding and experience of the principles of Value for Money and other excellence models.
- Proven experience of achieving challenging targets and objectives.
- Evidence of seeking/ securing new business opportunities.
- Proven track record in performance and service improvement.
- Experience in effective partnership working.
- Experience in a related organisation e.g. government departments, public service organisation *desirable*.
- Principal Officer/ Executive Director for the Board or Sub Committee *desirable*.

#### Knowledge

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- Awareness of and compliance with housing management and homelessness legislation, regulation and statutory guidance and policy as relevant to the post.
- Thorough knowledge and understanding of providing a wide range of housing services including relevant legislation and best practice.
- Understanding the role of ALMOs and of current and future challenges facing social housing.
- Sophisticated knowledge of current issues important to housing and local government and understanding of public sector issues and sensitivities.
- Good knowledge of current national housing policy
- I.T literate.
- Knowledge of the social housing regulation framework *desirable*.
- Experience of managing partnership delivery arrangements *desirable*.
- Knowledge of “arms-length management” arrangements *desirable*.

Special skills

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- Motivational leadership skills that inspire managers and staff to work effectively both individually and as a team in a changing environment.
  - Possessing the authority, presence and integrity to command respect from colleagues within the company, and from external contacts.
  - Understanding and ability to work as a flexible team member, contributing to a wide range of corporate challenges.
  - Skill in strategic and analytical thinking.
  - Ability to make critical decisions.
  - Financial and commercial awareness and the ability to analyse complex information with clarity.
  - Ability to present complex issues in a clear and concise manner.
  - Able to anticipate, interpret and develop responses to relevant national and local issues.
  - Project management skills.
  - Demonstrates commitment to CBH's organisational behaviours
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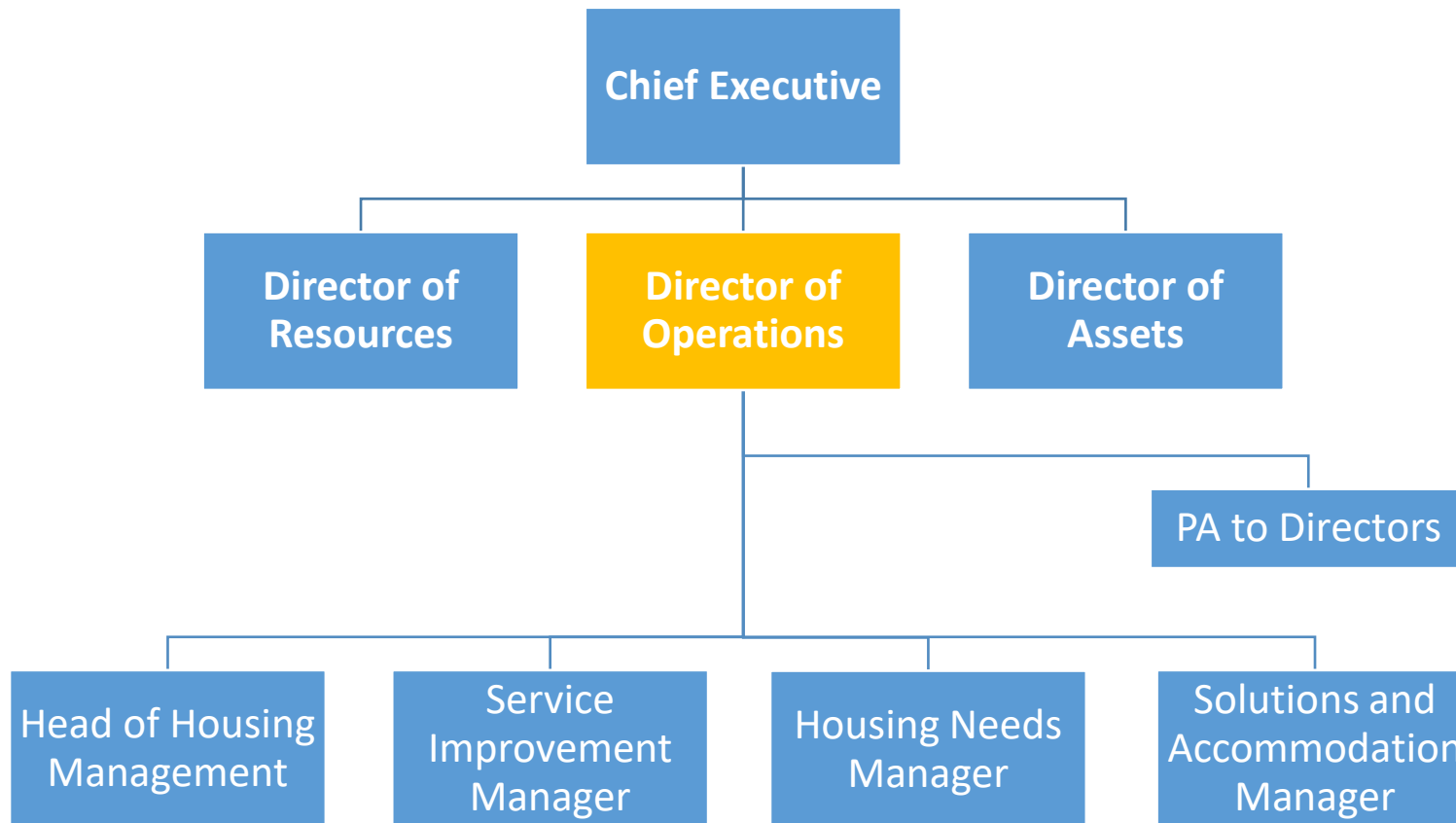
Other

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- An understanding of Colchester Borough Homes' Equality, Diversity and Safeguarding policies, procedures and a commitment to their promotion
  - Ability to demonstrate commitment to CBH's Core Values and Behaviours.
  - Be committed and adhere to the safety of children and vulnerable adults that we come into contact within our service delivery.
  - The post holder is expected to work outside 'normal' office hours as necessary.
  - Driving licence.
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## Structure chart

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## Key terms and conditions

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### Remuneration

Salary is up to £95k (pay award pending).

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### Annual leave

Annual leave allowance is 31 days (plus bank holidays and 2 days at Christmas)

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### Probation and notice period

The probation period is 6 months. Notice period thereafter is 6 months.

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### Working arrangements

Full time hours are 37 hours per week with both flexible and hybrid working. Given the seniority of the role, flexibility is essential, including evenings and occasional weekends, and the Directors Management Team work jointly on site once a week.

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### Place of work

The regular place of work will be Rowan House, but there is also an expectation of working at other locations across the City of Colchester.

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### Other benefits

LGPS 20.8% with employer's contribution/ 9.9% Employees contribution.

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## Key dates and the selection process

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**Closing date: Tuesday, 22<sup>nd</sup> April at 9am**

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

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**First interviews: Friday, 2<sup>nd</sup> May**

Longlisted candidates will be interviewed by a Campbell Tickell panel, online. Candidates will have the opportunity for a one-to-one conversation with Philip Sullivan, Chief Executive at this stage also.

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**Final stage assessment**

Shortlisted candidates will be invited to attend stakeholder sessions and a final panel interview.

**Stakeholder sessions: w/c 12<sup>th</sup> May**

This is an opportunity for candidates to meet a range of stakeholders including Directors, Board members, and tenants.

**Final interviews: w/c 19<sup>th</sup> May**

The selection panel will be led by Philip Sullivan, Chief Executive. Campbell Tickell will be in attendance.

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# Director of Operations

**Circa £95k (pay award pending) | Essex / hybrid**

Since our founding as an ALMO in 2003, CBH has been focused on creating thriving communities, and continuously striving to improve the services we provide to our tenants. Today, we provide high-quality housing services to over 7,000 homes across Colchester. With a strong focus on customer satisfaction and community development, we are committed to maintaining a supportive, innovative, and inclusive culture within our organisation as the basis for delivering for our customers.

Our new Director of Operations will lead our operational services, including housing management, homelessness provision, and community support, ensuring we deliver exceptional customer service and continuously improving service standards. You will work closely with the senior leadership team to drive CBH's strategic goals and maintain a high-performance culture.

We are looking for a dynamic, results-driven leader who brings a proven senior track record in either a local authority, ALMO, or RP setting. You may be seeking a first Director post or already be established at this level, but your honed relationship building and leadership skills, and your results-oriented approach will be key to success in the post, as will a commitment to delivering excellent services to our communities.

At CBH, you'll have the opportunity to shape the future of our services and contribute to the ongoing success of the organisation, all within a supportive and inclusive work environment. If you're ready to make a difference and lead a dedicated team, we'd love to hear from you.

You can download a job pack at [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

Email Alice or Isabella at Campbell Tickell to book in a call for further discussion: [alice.morris@campbelltickell.com](mailto:alice.morris@campbelltickell.com) | 07931 432033, or [isabella.ajilore@campbelltickell.com](mailto:isabella.ajilore@campbelltickell.com) | 07572 166417.

**Closes | Tuesday April 22<sup>nd</sup> | 9am**

**CAMPBELL  
TICKELL**

# CAMPBELL TICKELL

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