

# Group Chief Executive

## Recruitment pack

December 2025



# Your application

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Thank you very much for your interest in this Group Chief Executive post at Selwood Housing Society Limited. 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 one of us, so that we can talk through your offer and get a sense of how that aligns to what Selwood Housing 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 at 9am on Friday, 9<sup>th</sup> January 2026.** Please ensure we receive your application in good time.

Do contact 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  
Campbell Tickell**

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*Jim Green*

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Campbell Tickell**

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# Welcome to Selwood Housing

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I am very happy that you are looking at this opportunity to lead Selwood Housing as our new Chief Executive. There is so much that is positive about our great organisation, and we are excited to meet candidates who want to join us in this critical leadership role. We are very conscious that we are replacing our long-standing current CE Barry Hughes, who has led Selwood Housing successfully for twenty years through the sector's many challenges, and opportunities, so we have of course been thinking very carefully about what we want from our new Chief Executive. You will impact the lives of thousands in this post – so, expectations are high.

Our new Chief Executive (CE) will start on a solid foundation to deliver our ambitious agenda, and we expect that the right person for this leadership role will find it exciting. We launched our new Corporate Strategy earlier in 2025, [Building for the Future](#) (link), which includes a range of targets that we intend to achieve by 2028 and which our new CE will be able to shape the delivery of, including an ambitious delivery program for new homes, and a new asset management strategy. The new Strategy retains our approach to building our agenda from a set of key principles that we hold firmly to at Selwood Housing and which underpin our direction, giving us the space to adapt to unexpected changes, challenges and events that we may need to face – hence we aim to be 'flexible by design'.

We are very much a customer driven organisation. Three of our Board of nine members are tenants currently, and our highly valued and independent Involved Residents and Customer Scrutiny Panel make a strong contribution to the good governance of Selwood Housing. Staying close to our customers is important for us and we also deliver a considerable amount of community activities beyond the provision of landlord services. We are very proud of the 87% overall satisfaction statistic we achieved in 24/25.

You will find a very strong executive team that will support you as our new CE and we feel that the organisation has a strong and embedded culture. So, I am very proud to say that Selwood is a well-run organisation that is rooted in our local communities. But that doesn't mean we don't have work to do! From a broad ranging digital transformation programme that is well underway, to new and innovative ways of delivering excellence for our customers and continuing to build new homes, there is still much to do.

You will be an enthusiastic social housing leader ready to continue the great work we have already delivered, and able to bring innovation and new ideas around doing things differently in the delivery of our ambitions rooted in being an independent, local and community-based housing provider. We operate with open and transparent relationships here at Selwood Housing as we know that is what leads to the best customer outcomes. We want you to share that way of working, have empathy with Selwood's values and to bring the ability to hold and articulate a clear vision, and to inspire our teams to deliver their best for our customers. I hope that as you read on about Selwood Housing, you will get a sense of how you can be a part of our future.

I am very much looking forward to receiving your application and getting to know you better in this process.

*Marie Li Mow Ching*

**Marie Li Mow Ching | Chair of the Board**

# About Selwood Housing

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Since its inception in 2007, Selwood Housing Society Limited (Selwood Housing) has continued to thrive as a not-for-profit independent housing association firmly focused on serving local communities. We continue to firmly be a locally focussed organisation with our head office in Trowbridge, but our operating area has expanded from the original area we covered in West Wiltshire and today we serve communities in Wiltshire, Mendip, and Bath and North East Somerset (B&NES).

We have been a vital part of our communities for over 30 years and know the difference a stable home can make. Affordable, safe, secure homes give people a foundation on which to build their lives. The range of homes we provide, from rented to shared ownership, sheltered accommodation and care homes, means we help many local people.

Today, we own and manage over 7,200 homes for rent and shared ownership in the South West, the vast majority of which are within one hour's drive of our head office. And we are growing - our ambition is to build 1,700 more affordable homes by 2034. As a charity, our surplus is reinvested into existing homes and services, building new homes and our communities. Our financial turnover was c. £57m in 2024/25 and with a team of more than 330 local colleagues, we know our customers and understand our communities well.

Providing homes is only part of our story. We are deeply rooted in the places we serve, and we believe that being truly local is what makes us different. While our principal activity remains the management, maintenance and development of our affordable housing stock, we recognise that thriving communities require more than bricks and mortar. This is why we continue to invest in wider services, partnership working and community initiatives that strengthen wellbeing, reduce inequality and create opportunities for local people.



### Vision, mission, and values

**Vision:** We provide and invest in local affordable homes and services that make customers and staff proud and create a place where our people love to work and would recommend Selwood Housing to others.

**Mission:** Our mission is to provide safe, high-quality and affordable homes across the South West, reinvesting our resources locally to strengthen communities, support our customers and deliver services that respond to their needs.

**Values:** To further our vision and mission, we have adopted the company values below that underpin our aims and objectives:



- **We are customer driven:** We put our customers at the heart of every decision, service and improvement.
- **We champion communication:** We communicate openly, listen actively and keep people informed about what matters.
- **We take accountability:** We own our actions, keep our promises, and deliver on our commitments.
- **We develop and learn:** We invest in our people, encourage innovation and support ongoing improvement.

### Other key information

- Profiles of our Board members and Executive Team can be found [here](#) (Board) and [here](#) (Executive).
- Selwood Housing Corporate Strategy 2025-2028 *Building for the Future* [here](#).
- Annual Report and Financial Statements 2024-25 [here](#).
- ESG report 2024-25 [here](#).
- Customer Annual Report 2024-25 [here](#).











## Role profile

<b>Reports to</b>	The Board, via the Chair
<b>Line manages</b>	Chief Financial Officer Group Operations Director Group Development Director Group Transformation and People Director
<b>Key internal relationships</b>	Board; Committees; Executive; wider staff team; residents and their representatives
<b>Key external relationships</b>	RSH; funders; local authority partners; local councillors; local MPs; development partners; contractors; trade and influencing bodies; the Housing Ombudsman; and peer housing providers

### Role Purpose

- Responsible to the Selwood Housing Board for the overall leadership and performance of the organisation, including the setting and delivery of the vision, values and strategic objectives.
- Responsible for the organisation's regulatory and legislative compliance, including health and safety, working within the group's assurance and governance framework.
- Takes oversight for ensuring the organisation's viability, and its financial and operational performance.
- Instils an organisational culture of service excellence and ambition for growth, with a focus on efficiency, sustainability and delivering a positive impact within our communities.
- Drives a customer centric culture that ensures the residents' voice is heard and acted upon to deliver high quality and safe homes, and excellent services.
- Leads the Executive Team, encouraging collaboration and accountability, to set the tone for Selwood staff that empowers and inspires.
- Acts as an ambassador for Selwood Housing, developing effective local stakeholder networks and wider contacts that will add value to the organisation.

### Key responsibilities:

#### 1. Assurance

- 1.1. Lead the development of strategic and business plans, ensuring their planning and delivery are supported by a robust assurance framework.
- 1.2. Support the Board to meet its governance standards, including regulatory compliance and adherence to the Code of Governance, through the provision

of relevant and timely information.

- 1.3. Ensure the organisation's financial viability with a comprehensive approach to business planning, budget setting and monitoring, and VFM.
  - 1.4. Maintain the organisation's risk, strategy and policy frameworks.
  - 1.5. Ensure a positive working relationship between the Executive and the Board.
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## **2. Leadership**

- 2.1. Embeds a style of leadership culture which enables and encourages high performance and creativity from staff, valuing their feedback, engagement and insights.
  - 2.2. Adopts a coaching leadership style which empowers and develops staff to fulfil their potential and professionalism, with a focus on behaviours and accountability.
  - 2.3. Ensures the management of change, that raises standards and drives value for money.
  - 2.4. Drives a commitment to equality so that it informs all we do, establishing Selwood Housing as a place where diversity is valued, to support an inclusive culture.
  - 2.5. Acts as a role model, demonstrating the highest personal standards of integrity and conduct at all times.
  - 2.6. Shows curiosity with a commitment to learning, is open to exploring new technology and innovation for the pursuit of our strategic objectives and ambitions.
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## **3. Business & delivery**

- 3.1. Ensures long-term viability with an effective business plan for asset management and a robust approach to appraisal of new opportunity for growth and sustainability.
  - 3.2. Takes oversight of the organisation's policy framework and policy compliance.
  - 3.3. Leads with a strong commitment to customer excellence, with a focus on accessibility and outcomes and impact aligned to the needs and aspirations of our residents and communities.
  - 3.4. Fosters an environment where resident engagement and influence is valued, so that it informs service development and improvement matters.
  - 3.5. Ensures an effective performance management framework, supported by data integrity and transparency in the setting of targets and on-going monitoring of progress.
  - 3.6. Horizon scans, keeps abreast of statutory, political, regulatory and economic trends across the broader environment, and is informed by best practice and innovation.
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*This role profile is not to be regarded as exclusive or exhaustive. It is intended as a broad outline of the areas of responsibility; and flexibility is necessary to take on additional activities as required.*



# Person specification

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**You can demonstrate:**

- a) Education to degree level or equivalent track record in work, continuing professional development would be an advantage.
- b) A significant leadership track record in social housing.
- c) A commitment to community-based housing provision and how it transforms people's lives and place.
- d) Excellent insight into the housing regulatory and legislative environment, with a focus on assurance and compliance.
- e) Strong commercial and financial acumen, alongside effective risk management.
- f) Experience of working with a Board, with knowledge of good governance principles and accountability to a Board.
- g) Insight into working within a multi-layered stakeholder/partnership matrix, managing relationships with purpose and as needed, sensitivity and nuance.
- h) Understanding of embedding equality, diversity and inclusion in all aspects of work.
- i) A track record of leading a high performing staff team.
- j) Experience of delivering successful change or transformation.

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**You understand that it is important to:**

- a) Translate vision into strategy, and strategy into action.
- b) Be a credible leader, who inspires, motivates and is also a strong team player.
- c) Be articulate, with excellent written and presentation skills, and an engaging style.
- d) Be persuasive and achieve buy-in.
- e) Encourage collaboration and build high levels of trust.
- f) Generate and/or pursue opportunities, negotiating on major business matters.
- g) Be able to make sound judgements, give advice and be accountable for that advice.
- h) Innovate and champion the optimisation of the use of IT and other new technology.
- i) Value customer, community, stakeholder and staff influence and feedback.

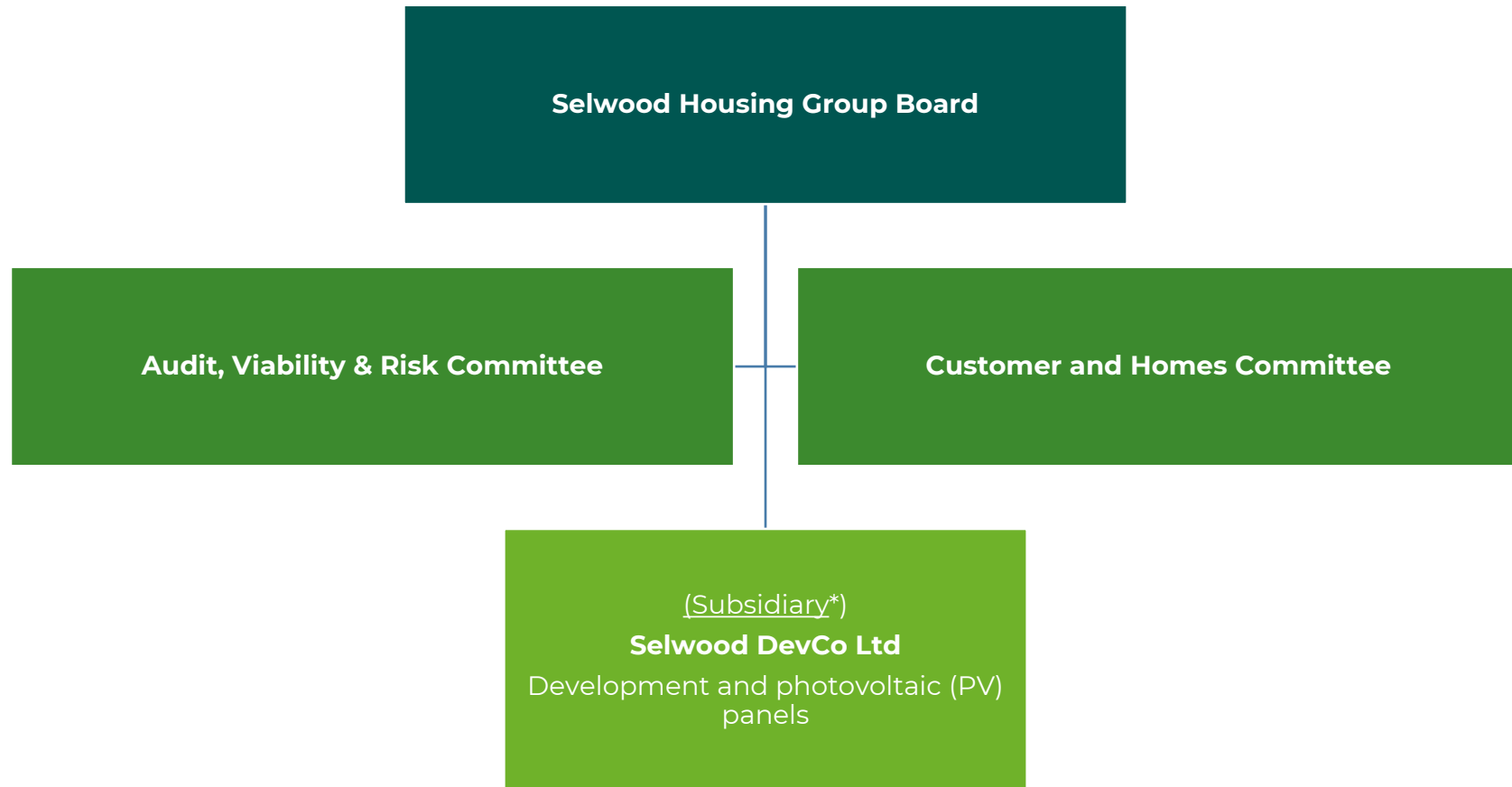
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**You have:**

- a) Integrity, which earns respect.
- b) An unstinting commitment to equality, diversity and inclusion.
- c) Tenacity and resilience.
- d) Drive and presence.
- e) A commitment to learning for yourself and others.
- f) A willingness to work flexibly, with agility and visibility

## Board and organisation structure

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\*Additionally, Silcoa Ltd and Cottsbury Homes Ltd are subsidiaries that are currently not active



## Leadership structure

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# Key terms and conditions

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## Salary and package:

Salary is £167k per annum, from April 2026.

We offer a competitive pension with an employee contribution of 4% and a company contribution of 9%.

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## Holiday entitlement:

30 days paid working days leave per year, plus all bank holidays. Additionally, colleagues have the ability to purchase or sell up to one week's leave each year.

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## Working hours:

Normal hours of work are 37 hours per week. However, given the seniority of the role, flexibility is essential, including evenings and occasional weekends.

A hybrid working arrangement is available, but visibility is crucial in this role, with staff, our stakeholders and across our operating areas, and particularly so as you settle into the role.

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## Probation and notice periods:

The probation period for the role is 6 months.

The notice period after completion of probation is 6 months.

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## Location:

Your normal place of work will be Bryer Ash Business Park, Bradford Rd, Trowbridge BA14 8RT, but travel across our operating areas is expected.

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## Benefits:

We offer a range of benefits, including life assurance, a cycle to work scheme, health and wellbeing services, and access to a discount platform.



# Key dates and the selection process

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## **Closing date: 9am on Friday, 9<sup>th</sup> January 2026**

The client meeting to agree longlisted candidates will take place on **Friday 16th January**. 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: 22nd January 2026**

Longlisted candidates will be interviewed by a Campbell Tickell panel.

There will also be the opportunity for shortlisted candidates to have an informal conversation with the Chair on **Friday, 23<sup>rd</sup> January 2026**

Interviews and conversations with the Chair will be held virtually via MS Teams.

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## **Final stage: 2nd February 2026**

Shortlisted candidates will be invited to the following sessions that will take place in-person at Selwood's office in Trowbridge:

### **1. Stakeholder session**

- This is an opportunity to meet with a group of involved residents.

### **2. Final panel interview**

- The panel will include: Marie Li Mow Ching, Chair of the Board; David Hobdey, Chair of the Customer and Homes Committee; and Sam Whatley, Chair of the Audit, Viability and Risk Committee.
  - Jim Green from Campbell Tickell will also be in attendance.
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# Chief Executive



**£167k pa | South West**

## **At Selwood Housing, we provide local affordable homes**

Since our inception in 2007, Selwood Housing has continued to thrive as an independent housing association firmly focused on serving local communities. Today, we own and manage over 7,200 homes for rent and shared ownership, serving communities in Wiltshire, Mendip, and Bath and North East Somerset, and we are growing - our ambition is to build 1,700 more affordable homes by 2034 as part of our effort to tackle the housing crisis.

We are very much a customer driven organisation with a proven track record of involving customers in how we are run and operate, and of listening closely to our customers and delivering high-quality homes and services in a way that works for them. We launched a new strategy in 2025 and our new Chief Executive will find a solid foundation for what we know is an ambitious agenda, but we also expect that the right person for this leadership role will be excited by that. You will find a very strong executive team that will support you as our new CE and a strong and well embedded positive culture throughout the organisation.

You will be an enthusiastic social housing leader ready to continue the great work and outcomes we have already achieved, but able to hold and articulate a clear vision and to inspire our teams to go further in delivering their best for our customers and communities. You will bring dynamism, innovation and new ideas around doing things differently to better deliver on our ambitions rooted in being an independent, local and community-based housing provider. We operate with open and transparent relationships here at Selwood Housing as we know that's what leads to the best customer outcomes and you will share that way of working.

If you believe as we do that a local, community-based approach is the best way to deliver affordable housing and positive outcomes for communities and you are inspired by what we do then we'd love to hear from you.

Contact Alice Morris at Campbell Tickell at [alice.morris@campbelltickell.com](mailto:alice.morris@campbelltickell.com) to arrange a conversation. You can download a job pack at [www.campbelltickell.com/jobs/](http://www.campbelltickell.com/jobs/)

Closes | 9am on Friday, 9<sup>th</sup> January 2026



**CAMPBELL  
TICKELL**

**Selwood**  
Housing 





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Building

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