



# Recruitment Pack

Chief Executive

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January 2018

# Your Application

Dear Applicant

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 send your application, preferably in MS Word format by email to: [soha@campbelltickell.com](mailto:soha@campbelltickell.com).

**Applications must be received by Wednesday 31<sup>st</sup> January 2018**

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact 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. You can contact me on 07833 475 669.

Kind regards



Denise Kirkham

Senior Associate Consultant

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# Welcome Letter

Thank you for your interest in this role, and Soha. This pack has been compiled to provide further information to help you decide if this is the role and organisation for you. This is an exciting time to think about applying to lead Soha into its next chapter, and to join me and the Board in providing leadership to the organisation following the retirement of our current Chief Executive.

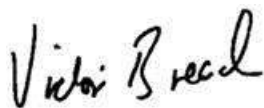
We think that Soha is a special organisation. We are a successful, award-winning, community-based housing association. We're passionate about what we do, and we work together with our residents to make sure we provide the very best customer service. We believe in excellent, local housing management, and building strong and sustainable communities.

In our new Chief Executive we are looking for someone who will be an inspirational leader and ambassador for the organisation. We need someone who understands and buys into the principles of mutuality, someone who is able to identify fully with our values, and someone who understands business. Whilst we value our history and roots, we are firmly focused on the future for Soha, including having an active Development programme and a strong service improvement agenda, to maximise potential for both our customers and the organisation.

Our local focus and relationships are very important to us, including integration with Local Plans and Agendas. We expect our Chief Executive to have a personal investment in the area, and to work in close partnership with key stakeholders, so we also need someone who understands how these relationships work.

There is an exciting job to do here. The Board are ready and able to help you deliver excellence at Soha. If you would like an informal chat about the role, or you have any questions, please contact Denise Kirkham, our retained consultant on 07833 475669. She will arrange a discussion with me if that would be helpful.

Yours sincerely



**Victor Breach**  
Chair

# About Us

Soha Housing is a successful, award-winning, community-based housing association working in and around South Oxfordshire. We're passionate about what we do and work together with our residents to make sure we provide the very best customer service. We believe in excellent, local housing management and building strong and sustainable communities.

We're financially robust and our performance against the tough targets we set ourselves, remains high. We have the top ratings for Governance and Financial Viability from our regulator (the Homes and Communities Agency). We plan to continue to keep growing our business in a responsible and sustainable way and become the housing provider of choice for all our customers.

We provide great quality, affordable homes for people who cannot afford to rent or buy in the private sector. We build strong and vibrant communities across Oxfordshire and beyond. We see resident engagement as a key part of our success – with 90% of our residents satisfied with our service.

## Our visions

Our vision is to be a leading community housing association where residents and staff shape a sustainable future.

## Our values

Our values are about who we are and what we believe in. They set out how we should behave and how we should work with colleagues, residents, business partners, stakeholders and local agencies. We;

- **Put people first:** We listen to what people have to say and speak and act with respect. We recognise people's needs and aspirations in how we work.



- **Achieve more together:** We know we achieve more when we work in partnership with residents, with other organisations and with colleagues across the company.
- **Look for opportunities:** We look for opportunities and seek positive solutions. We work together to put things right and we always look for better ways of doing things.
- **Have high standards:** We take pride in our work and responsibility for what we do. We recognise and celebrate the achievements of others. We are honest and transparent in how we work.



# The Management Team

## Senior Management Team:

### **Steve Lynch – Director of Property and Development**

Steve Lynch has been Director of Property and Development at Soha Housing for 14 years. A Chartered Surveyor by profession, Steve has successfully managed Soha's investment in both new and existing assets which has enabled Soha to grow whilst maintaining the standard of its existing stock.



### **Maureen Adams – Director of Customer Services and Operations**

Maureen Adams is the Director of Customer Services and Operations at Soha Housing.

She has aligned Soha's co-regulation model with excellent customer services and achieved top quartile performance in key services.

Maureen has worked in a number of housing associations and local authorities, specialising in both general needs and supported housing. She joined the central Government Community Cohesion Unit from the Housing Corporation and later the e-Borders IT programme in the Home Office, before taking up her current role.



### **Nasreen Hussain – Director of Finance and Resources**

Nasreen Hussain has been the Director of Finance and Resources at Soha since June 2014. She is a member of the Association of Chartered Certified Accountants.

Nasreen has worked in social housing for twenty-five years and has held the Finance Director position for numerous housing associations. In between her Director positions, Nasreen has worked for the social housing regulator. Her work has taken her to Yorkshire, Nottinghamshire, Devon and now Oxfordshire.

Nasreen is passionate about delivering excellent customer service



## Board Members

### Board Members:

#### **Victor Breach – Chair**

Lives in South Stoke  
Self-employed Plumber  
Joined the Board in September 2012  
Sits on the Personnel & Remuneration Committee



#### **Lucy Weston – Vice-Chair of the Board**

Lives in Oxford  
Self-employed  
Joined the Board in September 2014  
Sits on the Personnel & Remuneration Committee



#### **Tim Bolton**

Lives in Oxford  
Retired Finance Director  
Joined the Board in June 2014  
Sits on the Audit & Risk Committee



#### **Jennifer Ekelund**

Lives in Oxford  
Sustainable Development Director  
Joined the Board in September 2016  
Sits on the Personnel & Remuneration Committee





**Peter Haynes**

Lives in Abingdon-on-Thames  
Retired Duty Officer  
Joined the Board in September 2013



**Don Harrison**

Lives in Goring  
Retired Banker  
Joined the Board in September 2009  
Sits on the Audit & Risk Committee



**Val Kir**

Lives in Didcot  
Retired Exercise Teacher  
Joined the Board in September 2009



**Nicky Mellings**

Lives in Witney  
School Administrator  
Joined the Board in March 2013  
Chair of the Personnel & Remuneration Committee



**David Mody**

Lives in Bracknell

Head of Risk

Joined the Board in September 2017

Sits on the Audit & Risk Committee



**Richard Peacock**

Executive Board Member

Lives in Oxford

Chief Executive

Joined the Board in November 2005



**Nasreen Razaq Al-Hamdani**

Lives in Oxford

School Administrator

Joined the Board in September 2012



**Harjit Sandhu**

Lives in Witney

Chartered Management Accountant

Joined the Board in September 2013

Chair of the Audit & Risk Committee



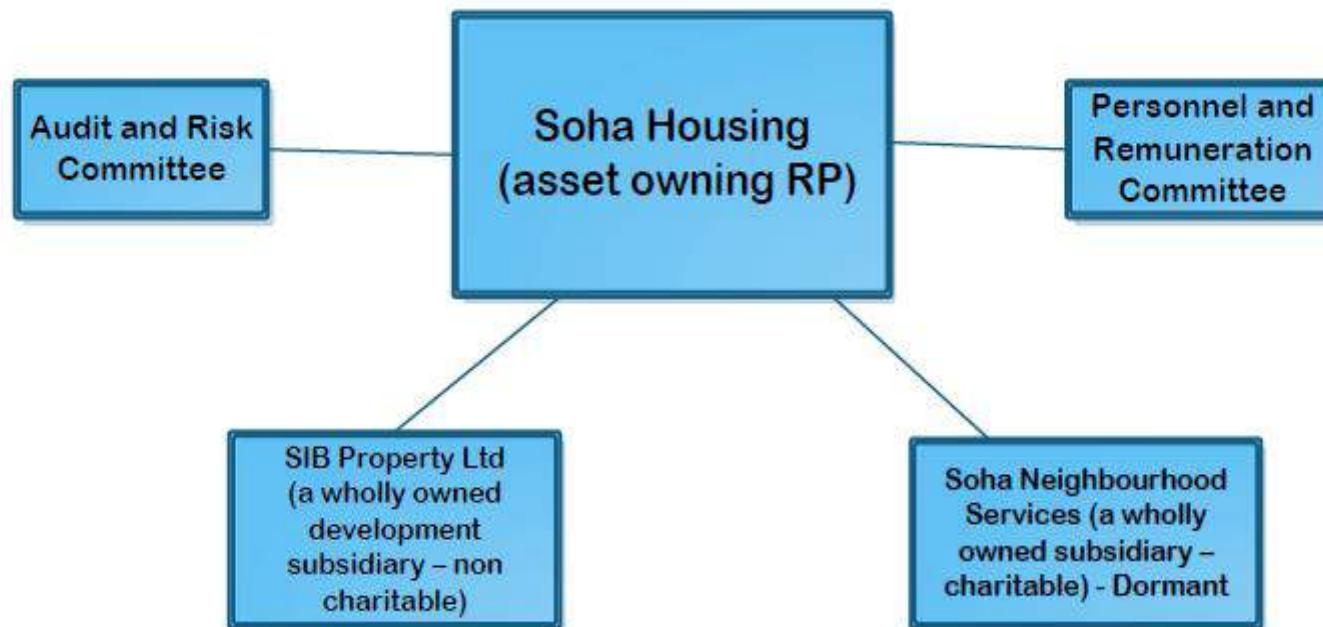
# Job Description

<b>RESPONSIBLE TO:</b>	Chair and Board
<b>RESPONSIBLE FOR:</b>	All Employees of the organisation
<b>JOB PURPOSE:</b>	
<ul style="list-style-type: none"> <li>• Responsible to the Board for the effective leadership, vision and strategic direction of the organisation.</li> <li>• Hold executive responsibility for all day to day operations, ensuring that excellent customer services and products are delivered.</li> <li>• Optimise the benefits of the mutuality model and resident involvement.</li> </ul>	
<b>MAIN DUTIES:</b>	
<ol style="list-style-type: none"> <li>1. Effectively lead, manage and develop the Executive Team to deliver the corporate aims and objectives.</li> <li>2. Provide inspiration, direction and leadership to staff - ensuring high levels of engagement, and quality of performance.</li> <li>3. Maximise business opportunities to promote growth - being creative whilst maintaining a strong focus on management of risks.</li> <li>4. Act as the principal adviser to the Board, providing timely professional advice to the Board to ensure it can formulate policy, determine strategies and set appropriate targets.</li> <li>5. Develop and maintain effective systems for monitoring the performance of the Association, and its subsidiaries.</li> <li>6. Keep the Board properly informed about the overall performance of the Association.</li> <li>7. Ensure financial viability is maintained, and all legal, probity and scrutiny requirements are met in respect of financial matters.</li> <li>8. Through the Executive team, initiate and oversee the formulation and achievement of Annual Budgets and Business Plans.</li> <li>9. Drive the organisational Digital agenda, maximising the benefits of digitalisation for the organisation, community and customers.</li> <li>10. Actively promote Soha as a provider of high quality services and products, locally and regionally.</li> <li>11. Build and maintain appropriate partnerships and external stakeholder relationships – business, regulatory and political.</li> <li>12. Promote the values of Soha and demonstrate the highest level of commitment to community, diversity and equality of opportunity.</li> </ol>	
<p>No leadership role profile can be entirely comprehensive, the post holder will be required to undertake additional duties from time to time, in line with the above responsibilities.</p>	

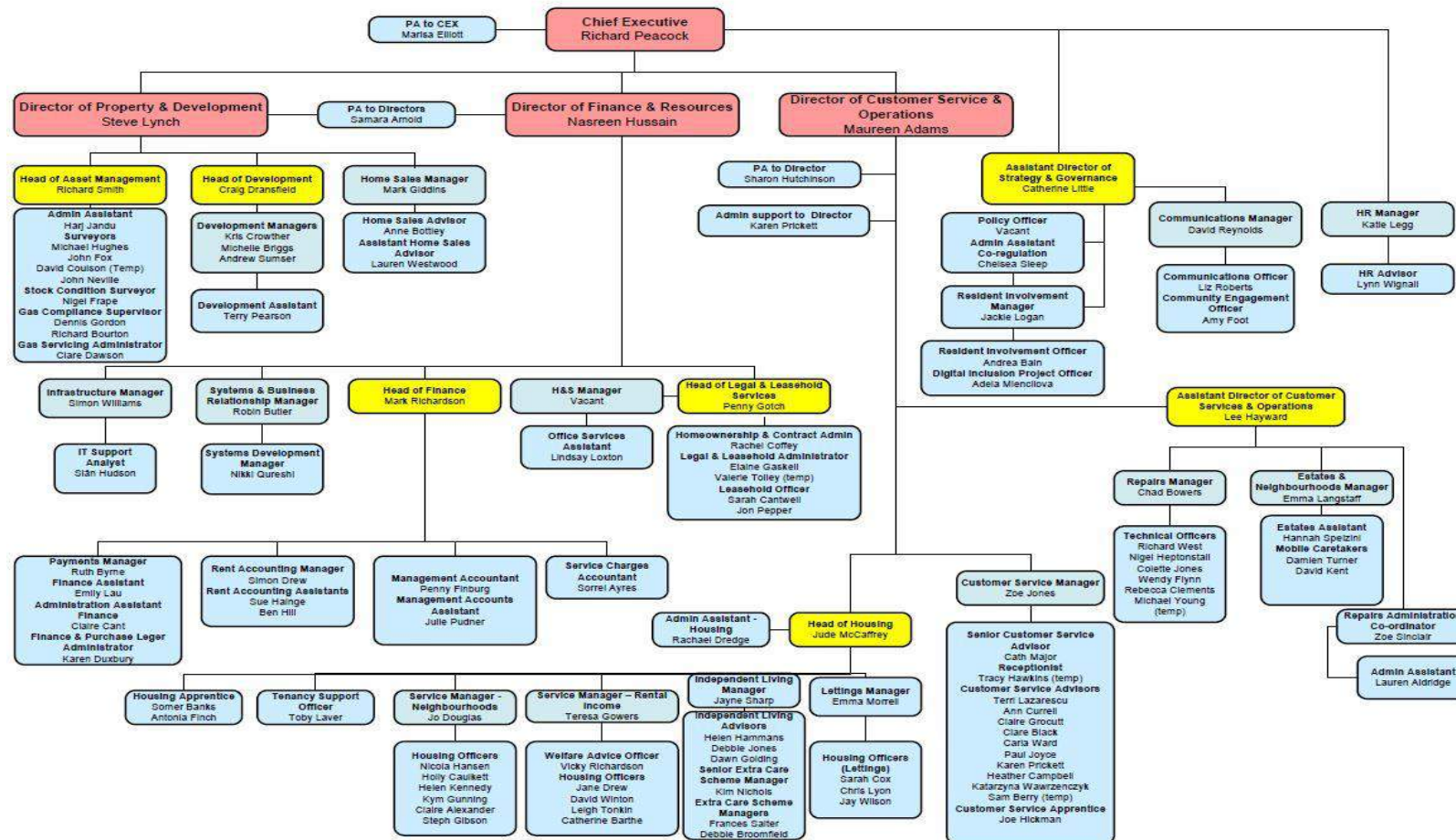
# Person Specification

<p><b>Education/Qualifications:</b></p>	<ul style="list-style-type: none"> <li>• Educated to degree level; or</li> <li>• Relevant professional qualification</li> </ul>
<p><b>Experience:</b></p>	<ul style="list-style-type: none"> <li>• In depth experience in Housing, Health, LA or aligned social purpose organisations.</li> <li>• Proven success at a strategic leadership level.</li> <li>• A strong track record of leading, engaging and motivating teams through change.</li> <li>• Successful track record of innovation and generating opportunities.</li> <li>• Experience of financial risk appraisal and management.</li> <li>• Experience of working closely with and reporting to Boards.</li> </ul>
<p><b>Skills and Abilities:</b></p>	<ul style="list-style-type: none"> <li>• Ability to articulate a clear vision for the organisation and establish a high performance culture.</li> <li>• Understanding and empathy with the principles of mutuality and resident involvement.</li> <li>• Proven leadership and motivational skills, with the ability to take others with you.</li> <li>• Strategic Thinker, with an eye on the future.</li> <li>• Strategic understanding of digitalisation, and potential benefits to residents and the organisation.</li> <li>• Strong skills in understanding and analysing financial and business-related information.</li> <li>• Strong communication and interpersonal skills.</li> <li>• External focus, with the proven ability to build networks, and work in partnership with others.</li> <li>• Strong focus on quality service delivery to customers.</li> <li>• An approach that is risk aware, not risk averse.</li> </ul>

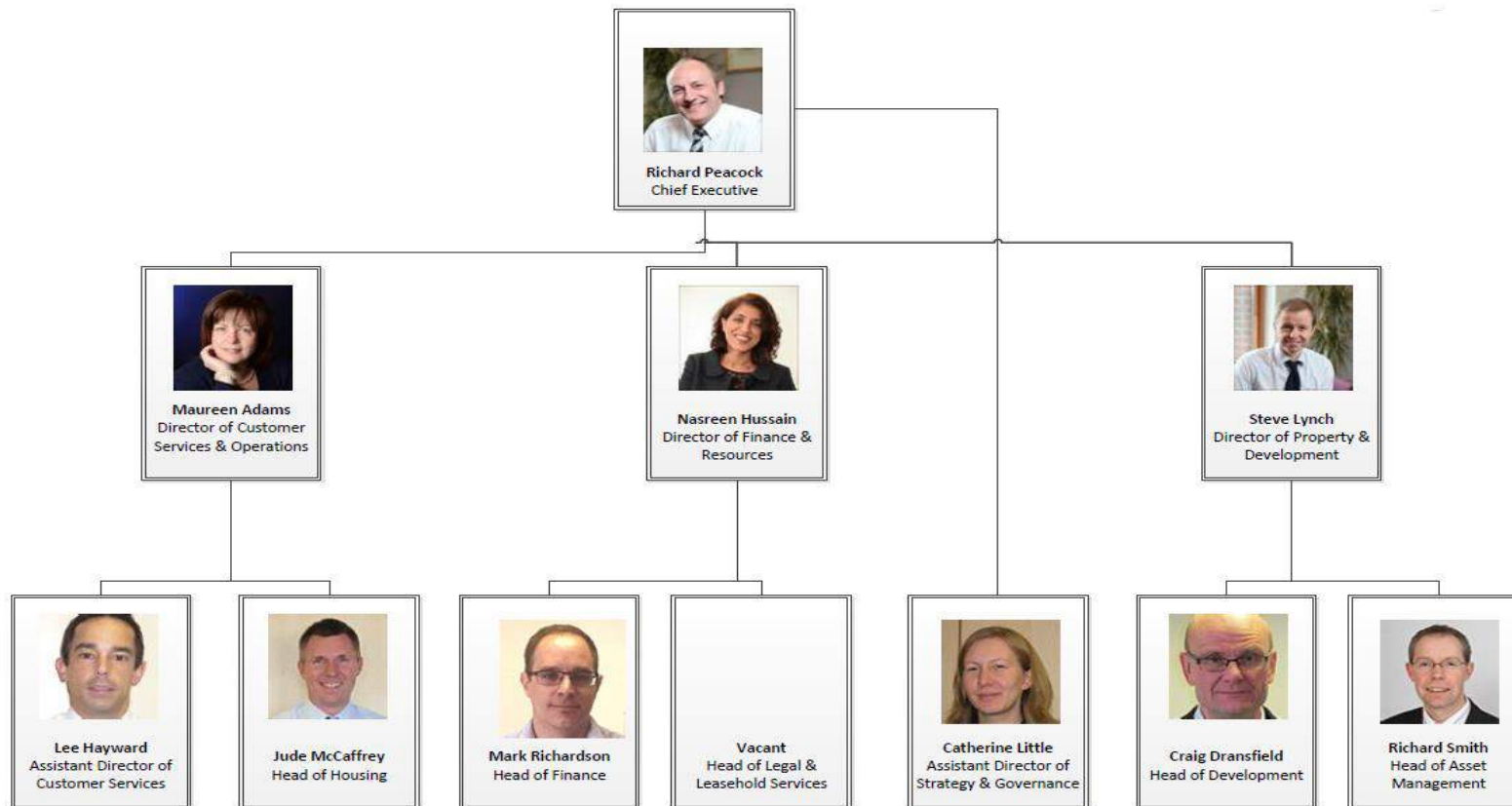
# Group Structure



# Organisational Structure



# Senior Management Team Structure



# Principal Terms And Conditions

## **Position:**

Chief Executive

## **Remuneration Package:**

Attractive and Competitive Salary

## **Pension:**

Competitive Pension Scheme

## **Annual Leave:**

The paid annual holiday entitlement is 30 days per annum, plus Public Holidays.

## **Place Of Work:**

Station Road, Didcot, Oxfordshire

## **Hours Of Work:**

The role has an indicative working week of 37 hours; however, you will be expected to work such hours as shall be necessary to discharge your duties efficiently.

## **Notice Period:**

You will be required to give 6 months' notice, if you terminate your employment (or if your employment is terminated). During the probationary period the notice period will be one month by either party.

## **Sick Leave Entitlement:**

Sick leave entitlement is up to 3 months full pay and 3 months half pay

## **Other Benefits:**

Permanent Health Insurance

Critical Illness Cover

Private Health Care

## **Relocation Allowance**

As a Community mutual organisation, we expect our Chief Executive to have a personal investment in the area. A relocation package may be payable.



# Key Dates And Selection Process

## Closing Date:

**Wednesday 31<sup>st</sup> January 2018 at 12 noon**

The client meeting to agree longlisted candidates will take place on Wednesday 7<sup>th</sup> February 2018. Successful and unsuccessful candidates will be informed by Friday 9<sup>th</sup> February.

## First Interviews:

**Thursday 22<sup>nd</sup> February 2018**

Longlisted candidates will be interviewed by the Chair and Vice Chair at Soha, together with a separate interview with the Campbell Tickell panel.

## Testing And Information Gathering:

Shortlisted candidates will be asked to complete an on-line psychometric assessment on leadership style and approach.

The opportunity will also be given for a 1:1 discussion with the outgoing CE, Richard Peacock and Marisa Elliott (PA).

## Final Interviews:

**Tuesday 6<sup>th</sup> March 2018 (arrive 10.45am)**

Buffet Lunch, Stock Tour and Evening Dinner – involving SMT members, Residents and Board Members

**Wednesday 7<sup>th</sup> March 2018**

Panel Interviews and Presentation

# Supplementary Information

The following can be downloaded from the <https://www.soha.co.uk> website:

**Annual Report 2016 - 2017**

<https://www.soha.co.uk/easysiteweb/getresource.axd?assetid=9256&type=0&servicetype=1>

**Corporate Plan 2017 - 2020**

<https://www.soha.co.uk/easysiteweb/getresource.axd?assetid=8127&type=0&servicetype=1>

**Financial Statement 2017**

<https://www.soha.co.uk/easysiteweb/getresource.axd?assetid=9107&type=0&servicetype=1>

To find out more please visit the Soha Housing website:

<https://www.soha.co.uk>

# Media Advertisement

www.soha.co.uk








## Chief Executive

Based in Didcot, Oxfordshire  
Attractive and Competitive Package

Every housing association has money and bricks. It's the people that make Soha different. As a community-based, mutual housing association, our local focus and relationships are very important to us. We're passionate about what we do, and we work together with our residents to build strong and sustainable communities. Soha is a successful organisation, with sound finances, great services, strong growth through development and an excellent track record of involving residents in their association. But we are not complacent. Our new Chief Executive will be an inspirational leader and ambassador with strategic experience in social

purpose organisations. More than this, however, we are looking for someone who can develop further our culture and values, and who puts residents at the heart of all they do.

For an informal and confidential discussion and further information about the role, please contact Denise Kirkham on 07833 475 669 or 020 3434 0990. You can download the recruitment pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

Closing date: Wednesday 31st January 2018 at 12 noon





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