



# Recruitment Pack

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Chair

March 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: [SolihullCH@campbelltickell.com](mailto:SolihullCH@campbelltickell.com).

**Applications must be received by Friday 6<sup>th</sup> April 2018, 12 noon.**

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. It helps if you refer to the role/organisation in the header and use a secure email address from which to send your application, to avoid it being treated as 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 07944 411484 or 0203 434 0990.

Kind regards

*Mark Glinwood*

**Mark Glinwood**

**Senior Recruitment Associate**

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# Welcome Letter

Thank you for your interest in this critically important role - not just for Solihull Community Housing (SCH), but for the wider contribution we make throughout the borough and across the community.

Established as an ALMO in 2004, we manage some 10,000 homes, for more than 24,500 thousand people, via a five-year rolling management agreement with the Council. We like the straightforwardness of our vision, to: provide homes; improve wellbeing; and strengthen communities. Like many housing organisations, we are challenged by wider social and economic factors influencing the sector and as a result, we are constantly exploring creative ways in which we can meet the continuing demand for affordable homes, while still delivering value for money. We are a can-do organisation with a focus on working with customers to improve wellbeing alongside housing services. We play a lead role in place-making with communities and partners, committed to our wider social purpose which underpins our investment in people as well as property to support our communities. Last year, we developed our Future Vision to take us forward to 2022, building on past success but also setting out new avenues for the future.

Investment in our staff is fundamental at SCH and enabling them to deliver our future vision will be at the heart of its success. The Board has embraced a programme of development to raise our game to meet the challenges ahead and look forward to supporting a new Chair to provide strategic leadership to facilitate our next phase. Opportunities outnumber challenges, offering genuine scope for an astute governance leader to shape and increase delivery capacity over the coming years.

In seeking to attract the best we appreciate that our 'ask' is demanding - but in turn we are confident that the role will prove interesting and rewarding for the right candidate. Time, financial expertise, and exceptional relationship management skills will define your offer - alongside an understanding of social housing, and a passion for contributing to Solihull and the region more broadly.

The candidate pack aims to provide a rounded profile of SCH and outlines the future focus of the organisation you would inherit, should you become our next Chair.

If the challenge excites you, and you have the skills and outlook we are looking for, we do hope you will apply for this community shaping role.

Yours,

**Cllr Alison Rolf**

Cabinet Portfolio Holder - Environment and Housing  
Solihull Council

**Patricia Smith**

Vice Chair  
Solihull Community Housing

# About Us

## Who Are We:

We are an Arm's Length Management Organisation (ALMO) set up in April 2004 to run the housing service on behalf of Solihull Council. The Council still owns the properties and is the landlord, but housing services are delivered by us. We provide a range of services including housing and homelessness advice, tenancy and estate management, repairs and services for older and vulnerable people.

SCH has developed a new five-year strategy to make us better able to deliver our services as we move forward through an ever changing and challenging environment. **Our vision for 2022 is to provide homes; improve wellbeing; and strengthen communities.**

### Some quick facts:

- We manage around 10,000 tenanted homes; 1,000 leasehold properties; a small number of shared ownership properties; and just over 5,000 garages.
- We manage just over 100 temporary units which are sourced from within the Council's own housing stock, supplemented by private sector leasing properties.
- We employ around 265 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 Moat Lane Depot and the Better Living Centre in south Solihull.

### In 2016 we:

- Let 892 council homes through Solihull Home Options.
- In the 12 months to the end of September 2016 we assisted 417 households with rehousing when homelessness could not be prevented.
- Received 166,386 telephone calls into our contact centre.
- Carried out 46,551 repairs and 8,281 gas services.
- In the 12 months to the end of December 2016, we carried out adaptations to over 2,000 properties helping residents to remain in their own homes.



**Our relationship with the Council:** SCH is uniquely positioned through its connections to the Council and partners, and through its closeness to communities, to provide a holistic housing function and a range of other services for the benefit of Solihull tenants and residents. We have a reputation for delivering high quality housing services and a commitment to engage and involve tenants and customers as we strive for continuous improvement.

We have a rolling five-year Management Agreement with the Council. We produce an annual delivery plan (our 2017-2022 delivery plan and summary are available [here](#) under the heading 'Related Documents'.) The Council supervises SCH performance and progress against that plan via a Quarterly Monitoring Board. We play a crucial role in supporting the Council to deliver its vision; purpose; ambitions; and priorities, which are to: improve health and wellbeing; deliver managed growth; build stronger communities; and deliver value.

**Our priorities for the coming year:** are organised against the following four delivery themes:

- **Team**, we need strong and decisive leadership and a diverse workforce with the right attitudes and behaviours, to produce positive outcomes for our customers. We are working on a culture change plan to focus on behaviours; foster commercial principles; and promote leadership development. We will place a high priority on staff support and wellbeing, while further developing our performance management framework.
- **Service**, this year we will be delivering on some exciting initiatives, focusing on improving on-line service options, with the launch of a new customer portal. In asset management, we will be continuing with delivery of the capital works programme, to ensure we are maintaining homes to a high standard. In addition, a new structure in the housing options function will give staff more resources and flexibility in the prevention and management of homelessness. Tailoring services to meet needs remains a priority, and to do this we must continue to understand the real cost and value of service delivery.
- **Value**, this is about ensuring we add value, with our continued support of the Council's plan and our on-going commitment to partnership work to strengthen communities. We will develop our wellbeing offer to make a positive difference to Solihull residents. SCH will continue to take an active role in progressing neighbourhood integration work and the development of locality working, as well as working collaboratively to address the impact of the ongoing implementation of welfare reforms.
- **Growth**, we have performed well in delivering savings, but we also need to remain alert to opportunities for growth including commercial activity to generate income and to develop much needed affordable housing. A particular priority is to grow the wellbeing service, expanding the scope of prevention and early intervention activity to support the adult social care agenda. In 2017/18, a new supported housing scheme for homeless persons will open in Chelmsley Wood and work will commence on site to develop an extra care scheme in north Solihull. Our Future Strategic Vision can be found [here](#).



# Our People

## Executive Management Team:

### 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, responsible for all operational aspects of the business covering 11,000 homes, a £37m budget and 300 staff. Since becoming CE, she has worked closely with the Board and residents to develop the Future Strategic Vision and the 2017 - 2022 delivery plan, setting out SCH's priorities, for the next five years.

### Peter Stoute, Chief of Commercial Activity

Peter joined SCH in September 2014. He was appointed to launch a commercial division and create a new commercial strategy. This strategy has (or Peter has) a particular focus on new business ventures with the aim of generating income and surpluses which could then be reinvested back into the company for the benefit of Solihull's residents.



Peter is also responsible for expanding the new build programme with the aim of growing SCH's social housing stock and providing local people the opportunity to start on the housing ladder via shared ownership housing.

Prior to joining SCH, Peter held senior commercial roles in organisations such as Paradigm Housing; Presentation Housing; Tower Hamlets Homes; and Stroud District Council and as such offers an extensive track record in commercial ventures in a social housing setting.



### Mark Pinnell, Head of Asset Management

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 arrangement with the contractor for repairs in the south of

the Borough.

Mark was promoted several times in and was appointed to his current role in October 2015. 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 the 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.

### **Deborah Good, Chief of Housing Operations**

Deborah is our Chief of Housing Operations joining SCH in July 2017. She brings to the role a wealth of housing experience having previously worked as Head of Housing and Lead Housing Inspector for the Audit Commission, and also in senior management roles with CIH consultancy and Derby City Council.

Deborah has also served as a Board member with the highly regarded Berneslai Homes where she was also chair of the Remuneration committee.



### **Siân Humphreys, Head of Customer Experience and Business Support**



Siân joined SCH in 2017 as Head of Customer Experience and Business Support and is passionate about delivering the best possible service to customers. Siân leads our Customer Contact Centre, Performance Management, Communications and Governance Teams and has worked in housing for a number of organisations around the West Midlands. She is a Corporate Member of the Chartered Institute of Housing.

### **Surjit Balu, Head of 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.



# Board Members

## Board members

### **Ashley Lane, Chair**

Ashley has been a member of the Board since 2006 and Chair since January 2010. Ashley is a former director of Persimmon Homes and now runs his own housing consultancy company growing the availability of affordable housing. Ashley has detailed housing development and customer service experience, extensive legislative knowledge and public and private sector business experience.

### **Patricia Smith, Vice Chair**

Patricia has lived with her family in Solihull for many years and has been involved with the local community and voluntary groups such as The Colebridge Trust and Furniture Restore for over a decade. Patricia was an active member of the tenant and leaseholder involvement panels before the ALMO was set up and served on the Board from 2004 until January 2010. Patricia re-joined the Board in December 2010 and is keen to ensure that decisions at SCH take account of tenant and leaseholder interests and views. Patricia was appointed as Vice Chair in 2016.

### **Andy Mackiewicz**

Andy, a self-employed father of three, has a particular interest in health and safety matters. He has been a councillor since 2002 and was first appointed to the Board in June 2005 and was re-appointed in May 2011 after a break of a year.

### **Ben Burton**

Ben graduated from the University of Liverpool in 1996 with an Honours Degree in Building Management and Technology. Since then he has worked in the construction industry in England and Australia. He joined our Board in March 2016.

### **Blondell Maynard**

Blondell is an elected tenant member to the Board. Before retirement Blondell worked as a nurse and a midwife. She has been actively involved in tenant panels and other community projects and is prepared to offer her time and skills to help us.

### **Chris Williams**

Chris has been a local Councillor for the Chelmsley Wood ward since 2012 and was appointed to the Board in July 2014.

**David Bell**

David Bell, a retired management and valuation surveyor, joined our Board in October 2017. Before SCH was set up David served on the Housing Committee so has experience of social housing in the borough. David has been a councillor for the Meriden ward since 2000 and is the Chair of the Planning Committee.

**Fay Shanahan**

Fay joined our Board as an independent member in September 2016. Fay is the Corporate Director of Operations at WHG and has previously worked at a senior level at both Midland Heart and Orbit housing associations. Fay has a passion for delivering excellent customer services but also understands the pressures on staff working in this environment.

**Jenny Fletcher**

Jenny is a leaseholder and joined our Board in September 2016. Jenny has a lot of experience of working in private sector businesses at a senior level. Jenny is passionate about improving the availability of decent quality affordable housing. She is also interested in reducing fuel poverty by improving the energy efficiency of the housing stock.

**Julie Hlland**

Julie joined our Board in June 2016 after being nominated by SMBC. Julie is Ward Councillor for Lyndon Ward. Julie was previously a further education lecturer in art, design and photography. She is a member of our Finance and Audit Committee.

**Louise Tubbs**

Louise, who is a tenant, joined the SCH Board in September 2016. Louise has a teenage daughter and has been a tenant since 2004 living in a high rise flat for the first 12 years. Louise works in a local school as a Teaching Assistant and previously worked in a hospital as an assistant practitioner in radiography.

**Nigel Page**

Nigel is the newest recruit to our Board having been appointed in March 2017. Nigel has worked in social housing for many years having started as a housing trainee at Wolverhampton MBC. Nigel has also worked for Harden HA which is now part of the WM Group and was responsible for new developments. More recently, he has been working as a housing consultant, formerly for Price Waterhouse Coopers and now for Savills where he is a director.

# Job Description

## Role purpose

To provide strategic leadership to the Board and the organisation, to ensure it is effectively managed for the benefit of its Shareholder and the residents of Solihull.

## The Chair is responsible for:

- Leading the Board, ensuring it has a clear strategic direction and vision and is effective in all aspects of its role and setting its priorities;
- Ensuring that SCH maximises output, quality of service and value for money;
- Ensuring effective communication and co-operation with SMBC as its shareholder;
- Ensuring that the Board performs effectively as a collective entity to champion the work of SCH and that directors receive accurate, timely and clear information; and
- Acting on the results of Board performance evaluation by recognising the strengths and addressing the weaknesses of the Board and, where appropriate, proposing new members be appointed to the Board or seeking the resignation of directors.

## Key accountabilities

### Strategic leadership

- Set a positive leadership culture, with strong customer focus in line with SCH's corporate objectives and corporate strategy;
- Ensure an annual review by the Board of the company's strategic direction and achievement of key outcomes;
- Provide clear leadership to the Board and Committees within SCH, so that the Board acts as a team;
- Use skills and knowledge to analyse issues presented to the Board;
- Oversee the Board's attention to the financial strength of SCH, working with SMBC in monitoring key performance and financial information;
- Ensure the Board operates effectively, efficiently and economically;
- Establish and maintain a clear division of responsibilities between SMBC, SCH Board and its Executive, ensuring constructive relations between executive and non-executive directors;
- Support the Chief Executive in the effective leadership of the organisation;
- Support the Board in setting the risk appetite for SCH; and
- Be an ambassador for SCH and represent the organisation as appropriate.

### Good governance

- Act within SCH's governing instruments including the Articles of Association, adopted Code of Governance, Code of Conduct and any other relevant codes of conduct, standards and probity;
- Uphold and comply with SCH's policies, procedures and standing orders as set and amended from time to time by the Board;
- Chair meetings effectively, seeking consensus, encouraging all non-Executive Directors to participate and take collective ownership;
- Ensure clear decisions are reached, recorded and implemented;
- Agree Board agendas which are strategic and reflect the key responsibilities of the Board;
- Ensure the Board are provided with relevant, timely and accurate information and where necessary professional advice;
- Ensure that the Board delegates sufficient authority to its Committees, the Chair, the Chief Executive and others to enable the business of the organisation to be carried on effectively between meetings of the Board; and ensure that the Board monitors the use of these delegated powers;
- Ensure that the Board receives professional advice when it is needed, either from its senior staff or from external sources;
- Support and promote a culture of team work across the Board to continue to enhance its effectiveness;
- Attend Board meetings, and where relevant, Committees and read papers in advance of meetings to enhance understanding of issues presented;
- Act between full Board meetings of the Board in authorising action to be taken intra vires (within its powers) and in line with approved delegated authorities; and
- Ensure that Board members understand the respective roles of Board and management and that they maintain the strategic/operational distinction at all times.

### Evaluating and improving performance

- Ensure effective Board succession planning including recruiting and selecting new Board Members and that effective systems of personal development and appraisals are in place for individual members and the Board and Committees collectively;
- Ensure that an annual appraisal of governance arrangements is undertaken by the Board and Executive Management Team and an independent review is undertaken every three years;
- Undergo appraisal of your own performance as agreed by SCH Board; and
- Attend induction, training and performance review sessions and other such sessions or events as are reasonably required by SCH.

# Person Specification

## Essential Attributes

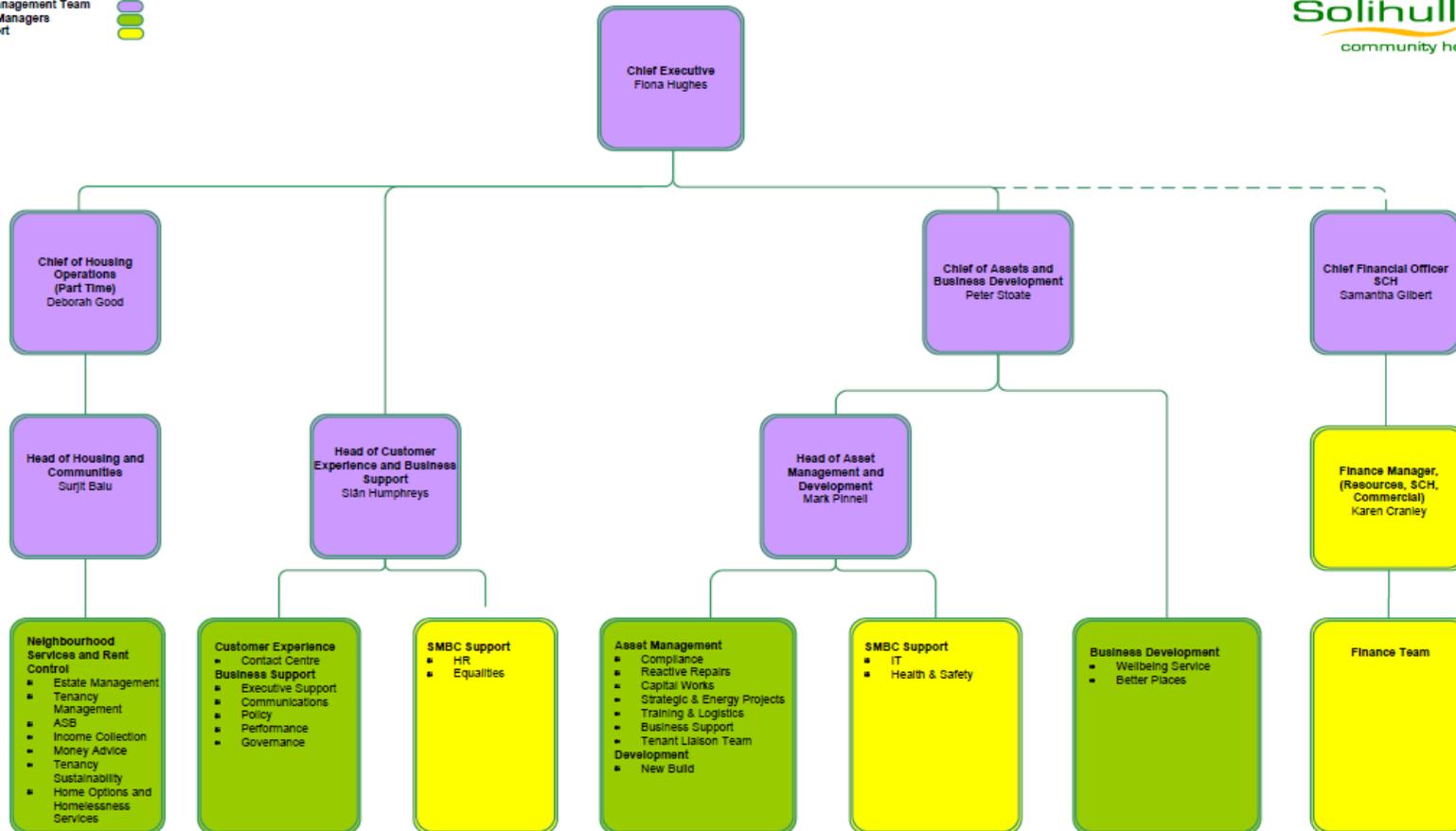
- Experience in leadership roles as an executive or non-executive.
- Able to command the respect of other Board members, staff and external organisations.
- Flexible, fair minded, self-confident, concise, decisive, determined, good listening skills.
- Financial knowledge (e.g. principles of budgeting, financial terminology, reading a balance sheet, financial viability and performance).
- Experience and understanding of risk management.
- Experience of managing conflicts of interest.
- Able to promote open debate and discussion and summarise conclusions.
- Independent of SMBC and SCH tenants and leaseholders.
- Able to devote an average of at least one day per month minimum to SCH business, some of this to be during the working day to facilitate meetings with the Executive and other staff.
- Able and willing to attend a minimum of 80% of Board meetings and at least 1 meeting of each Committee annually.

## Desirable Attributes

- Experience and/or skills in housing (such as asset management, housing management, construction) or in related areas (e.g. health, social services, voluntary sector, tenants or residents groups).
- Experience of working as part of a decision-making group (formal or informal, paid or voluntary).
- Live and/or work in Solihull or the West Midlands

# Organisational Structure

**KEY:**  
Executive Management Team  
Operational Managers  
SMBC Support



# Key Dates and Selection Process

## Closing date:

**Friday 6<sup>th</sup> April 2018, at 12 noon.**

We will be in touch from Friday 13<sup>th</sup> April to let you know the outcome of your application.

## First interviews:

**Wednesday 25<sup>th</sup> April 2018**

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day there will be an opportunity to meet with Fiona Hughes for a separate discussion session.

## Final stage selection:

**Wednesday 9<sup>th</sup> May 2018**

There will be an opportunity to meet with Board members, Executive, and selection of residents. We will be starting mid-to late afternoon.

**Thursday 10<sup>th</sup> May 2018**

Candidates will be asked to deliver a prepared presentation to the Council selection panel, and this will be followed by an interview.

# Supplementary Information

The following can be downloaded from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)

- Future Strategic Vision 2017 - 2022
- Delivery Plan 2017-2018
- Board and Committee meeting dates 2018

To find out more please visit the Solihull Community Housing's website:

- <https://www.solihullcommunityhousing.org.uk/>

# Media Advertisement

**Solihull**  
community housing

## Chair

### Solihull, West Midlands

As a key contributor to the social vibrancy of Solihull our drive and determination to deliver fantastic core services that provide homes, improve wellbeing and strengthen communities is central to everything we do. Having established our vision for 2022, we are now looking to appoint a Chair who will enable us to raise our game, inspiring us to meet our challenging goals that we are determined to achieve.

Our next Chair will know their way around the housing economy having demonstrated well-honed governance skills through their previous NED track record. You will have a skill set that is blended, balancing a strategic outlook with a pragmatic approach. Business acumen anchored in social values, characterises your style of governance leadership. Having experience of risk management within a governance context, your ability to build enduring relationships will be of real value to SCH in the achievement of our goals. A key antenna for understanding what matters to stakeholders, your interest in people and the value placed on 'team', inspires those around you to be the best they can.

If you are excited by our offer and can devote time to leading the work required to realise our vision for 2022 then we hope you will make an application. If you would like an informal conversation with our retained recruitment consultants, please contact **Mark Glinwood on 07944 411 484**. The candidate pack for the role can be downloaded at **[www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)** Applications must be received by no later than **Friday 6 April 2018 at 12 noon**

**dt** CAMPBELL  
TICKELL  
RECRUITMENT



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