

CAMPBELL  
TICKELL



# Group Chief Executive

Recruitment pack

September 2024



## Contents

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Your application	3
Welcome	4
About Newlon	5
Role profile	7
Person specification	9
Group structure	10
Leadership structure	11
Executive team	12
Board team	13
Key terms and conditions	15
Key dates and the selection process	16
Media advertisement	17

## Your application

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Thank you very much for your interest in the Group Chief Executive post for Newlon Housing Trust.

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 the 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 it aligns with what Newlon is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles, including any NED posts; and 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; 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 09:00 on Monday 14<sup>th</sup> October 2024.** Please ensure we receive your application in good time.

We are happy to have further discussion, so drop one of us an email at the address below and we can arrange a time to speak.

Kind regards

*Isabella*

Isabella Ajilore | Search Consultant

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*Gera*

Gera Patel | Partner

[gera@campbelltickell.com](mailto:gera@campbelltickell.com) | 07813 149629

## Welcome

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I am so pleased you are taking a look at this GCE opportunity. The Board and I are excited about finding Newlon's new leader. But it is fair to say it feels a little daunting too. We are after all replacing Mike Hinch who has been providing steadfast leadership while guiding Newlon through the social housing sector's challenges and opportunities for more than 25 years. So, you will undoubtedly appreciate that we have been thinking very carefully about what we – our residents, staff and partners – all want from the next person who takes up this crucial role. You impact the lives of thousands in this post – so, needless to say expectations are high.

Newlon is a special place. We remain true to being community-based and that ethos has served us well over the last 56 years. It continues to be highly relevant in the current environment. At a time when the sector has understandably been challenged about the standards of homes and services, and the relationship with residents – our ethos has served as a useful reminder to keep us focused on what matters. So, at Newlon you will find a thriving organisation that is ambitious about continuing to make a positive impact in the communities in which we work. From regenerating deprived neighbourhoods; contributing to further London's affordable housing supply, which is so badly needed; supporting people who need additional assistance to live their lives and realise their full potential; and focusing on community connectivity and wellbeing - at Newlon we know that taking a holistic view is an essential foundation for effective placemaking, ensuring sustainability and enabling people and communities to thrive.

Our financial strength, robust approach to assurance, as well as the unstinting focus on the wellbeing and development of our brilliant and diverse staff team, means that Newlon is well positioned to continue to meet challenges, despite this tougher operating environment.

This adds up to our next GCE inheriting an organisation that is in good shape, and ready to consider an exciting future. Your likely background in social housing sector means that you are attuned to the emphasis on resident voice, service excellence and performance management. But we also seek a leader who is going to further inspire. You'll be holding a matrix of internal/external relationships. People will look to you for guidance, you'll be setting the tone and evolving our culture. They will want a GCE who has gravitas and is accessible, someone who is interested in their concerns, and can make positive things happen; a leader who listens and is responsive. We said that expectations are high, but I think if you are the right person for us, then you will appreciate why.

The London housing landscape is changing. There is a role for large and small housing providers, but the middle part of the spectrum feels like it is getting further compressed. At Newlon we believe that if we stay focused on our community-based ethos; retain our financial strength to continue to invest in people and place; and work to our values, then Newlon will continue to have purpose and thrive for many more years. Being the next Newlon GCE is going to be a demanding role, but also a hugely rewarding one. I hope that you are inspired to further explore this opportunity, and I very much look forward to meeting you as part of this process.

Warm wishes

*Aman Dalvi*

**Aman Dalvi OBE | Chair of the Board**



## About Newlon

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### About us

Newlon is charitable, not for profit housing association founded in Hackney in 1968 in a time of pressing local need for decent and affordable housing. Our mission is to provide the high-quality affordable homes that people in London so badly need, and we believe that this mission is as important today as it was in 1968. We remain rooted in our values - truthful; trusted; supportive; fair; quality; and safe, and they inform all that we do.

We are a fast-growing organisation, working in nine Boroughs across north and east London and providing around 8,500 homes. Over half of our homes are general needs for social rent and around a quarter are shared ownership and leasehold homes. We also have a portfolio of supported housing and homes for intermediate rent, the latter includes a scheme for homes for the hospital trust at the Royal Free in Hampstead.

In recent years we have been one of the London's major providers of new affordable housing. In partnership with the GLA, we have delivered more than 2,000 new homes over the past 10 years. We provide a mix of affordable housing types. This includes low cost rented family housing, shared ownership homes to help people take a first step onto the property ladder, below market rates rented accommodation for key workers and a wide range of supported housing.

The current economic environment is a challenging one to be developing new affordable housing in London. Nevertheless, we remain committed to providing homes for those in need. We currently have over 500 new homes in our development pipeline. In addition we are embarking on a major estate transformation project at the 650 home Barnsbury Estate in Islington, following overwhelming support from residents in a GLA estate regeneration ballot.

We have maintained our G1, V2 governance and viability ratings and despite the current challenging environment remain in a healthy financial position and in 2023/24 the Group's financial turnover was £113 million. As a Group we employ over 600 people, and you can see the brilliance of London's diversity, across our staff teams at all levels. In addition, around 20% of our workforce are also our residents. This means that the services we provide are being delivered and shaped by the people who rely on them. The inclusivity of our workplace is something we remain proud of, and hugely committed to.

Our 2024 financial statements, annual report and ESG report will also be available towards the end of September, following their approval at our AGM.

### Regenerating communities

We work in some of the UK's most diverse areas and are proud of our record of creating sustainable communities. We have been the lead social housing partner in several high profile and successful regeneration projects.

In the award-winning Arsenal Regeneration Programme, we worked in partnership with Arsenal Football Club and Islington Council to create a vibrant new community as part of the project that supported Arsenal's move from Highbury to the Emirates Stadium. Since 2005 we have built nearly 1,500 new affordable homes. 50% of all new homes provided were affordable housing developed by us, the first time that such a high proportion has been achieved on a project of this scale in London.

At Hale Village we built 542 affordable homes and a new Group headquarters, which was opened in 2011, as partners in a £400 million scheme central to the rejuvenation of one of London's more deprived areas. The success of Hale Village has been a catalyst for the wider regeneration of Tottenham, and we are currently partners in the ongoing major regeneration of Tottenham Hale.

We are a GLA strategic partner, and our recent developments include 171 new affordable homes forming part of a high specification regeneration project in Goodman's Fields in Tower Hamlets; a new development on the edge of the Olympic Park; new affordable homes in Camden; and newly developed supported housing in Waltham Forest and Enfield. We are also partners in a major estate regeneration programme in Enfield.

We are committed to investing in our current stock and working towards our decarbonisation goals and to maintaining a sustainable balance between our mission to provide new homes for people in housing need and meeting the requirements of our existing residents.

## Working with residents

We value our residents' views and work in partnership with them to design, manage and assess the services we provide. This includes providing a wide range of involvement and scrutiny initiatives and ensuring we have resident participation on our Board and Residents' Services Committee. We have an excellent record of supporting local people experiencing hardship and are committed to supporting people to sustain their tenancies.

Our Trust Newlon initiative to improve residents' satisfaction with the services we provide, is a central part of our approach. Trust Newlon is starting to bear fruit with sustained improvements in residents' satisfaction and more residents' feeling that we treat them with respect and valuing our commitment to the neighbourhoods where they live.

Outward is our specialist care and support provider, employing around 450 staff who provide a range of specialist housing, care, and support services for people with learning disabilities, people on the autism spectrum, as well as vulnerable older and young people. Newlon remains committed to supporting the vital work Outward provides for the more vulnerable members of our community and we also aim to continue to develop new supported housing.



## Role profile

### Job purpose:

- Responsible to the Newlon Board for the overall leadership 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 group’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.
- Ensures the residents’ voice is heard and acted upon to deliver high quality homes and services.
- Leads the executive team, encouraging collaboration and accountability, to set the tone for Newlon staff that empowers and inspires.
- Contributes to the regional and national debate on social housing, further positioning Newlon as an authoritative and influential community-based London housing organisation.

### Key relationships:

Line manager:	Line manages:
The Board, via the Chair	Executive: Business Development Director; Outward CE; Housing Services Director; Group Finance & Resources Director; and Property Services Director  Business support: Assistant Director Governance & Assurance; Head of Communications and Head of Executive Support
External:	Internal:
RSH; Local Authorities; GLA; funders; contractors; development partners; other RPs; trade and influencing bodies; and professional advisors	The Board and its Committees; the executive team; the wider management and staff team; Residents Forum, and other resident groups

## Key responsibilities:

### 1. Accountability & assurance

- 1.1 The GCE is a member of the Group Board and will work with the Chair and members to ensure effective governance and accountability.
- 1.2 Provides appropriate information, supporting an open and transparent dialogue across executives and non-executives, with high standards of probity.
- 1.3 Takes oversight of the development and maintenance of key governance and financial instruments, including corporate plan, business plan; scheme of delegation, risk map; assessment against the Code of Governance; assessment against regulatory standards etc.
- 1.4 Provides information and advice to support the Board in their good governance role.
- 1.5 Supports the Chair and Committee Chairs in the recruitment, induction, and development of members.
- 1.6 Works across the matrix of our local/regional stakeholders, to ensure Newlon meets its accountabilities as a community-based housing provider, to strengthen Newlon's impact.

### 2. Business & delivery

- 2.1 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.
- 2.2 Takes oversight of the organisation's policy framework and policy compliance.
- 2.3 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.
- 2.4 Fosters an environment where resident engagement and influence is valued, so that it informs service development and improvement matters.
- 2.5 Ensures an effective performance management framework, supported by data integrity and transparency in the setting of targets and on-going monitoring of progress.
- 2.6 Horizon scans, keeps abreast of statutory, political, regulatory and economic trends across the broader environment, and is informed by best practice and innovation.

### 3. People and culture

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

A leadership role profile of this scale and scope cannot feasibly cover every issue which may arise, and the postholder is expected to be sufficiently flexible to carry out other duties as required.



## Person specification

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### You can demonstrate:

- a. A track record of executive leadership in a social housing setting with a particular focus on leading to ensure the delivery quality services to residents/customers.
- b. Strong commercial and financial acumen, with well-developed business skills.
- c. Evolved people skills, including a track record of leading people, and developing successful and high performing teams, creating an inclusive culture.
- d. Strong understanding of the needs and likely aspirations of diverse communities across a city/urban setting. Experience in London would be advantageous.
- e. Excellent insight into operating in a regulated environment, with a focus on assurance and compliance.
- f. Extensive exposure at Board level, giving advice and understanding accountability to a Board.
- g. Insight into working within a multi-layered stakeholder/partnership matrix, managing relationships with purpose, sensitivity and nuance, as needed.
- h. Education to degree level or equivalent track record in work. Continuing professional development would be an advantage.

### You understand that it is important to:

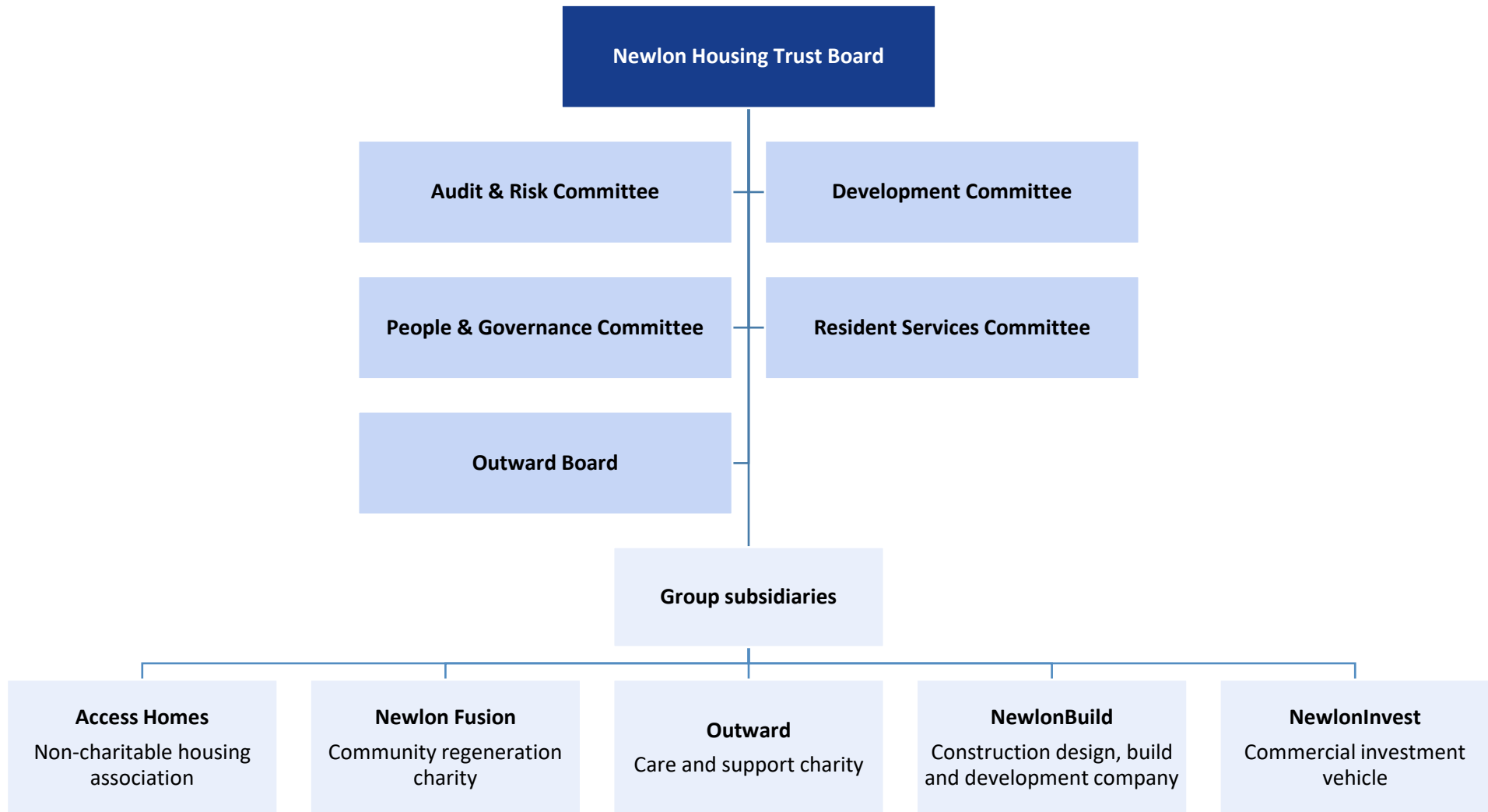
- i. Align to our organisation values in all that you do.
- j. Be a credible leader, who can take on the autonomy of the GCE role.
- k. Lead teams with an approach that inspires performance excellence and accountability.
- l. Generate and/or pursue opportunities, negotiating on major business matters.
- m. Foster an environment that encourages collaborative working and learning; building high levels of trust, with both support and challenge.
- n. Be articulate, with excellent written, presentation and interpersonal skills, with an engaging and approachable style, that inspires confidence.
- o. Translate vision into strategy; and strategy into action, with an eye for detail where needed.
- p. Assess risk and promote risk awareness, without being risk averse.
- q. Make sound judgements, give advice to others and be accountable for that advice.
- r. Innovate and champion the optimisation of the use of IT and other new technology.
- s. Champion residents' rights to have access to high quality services and homes.

### You have:

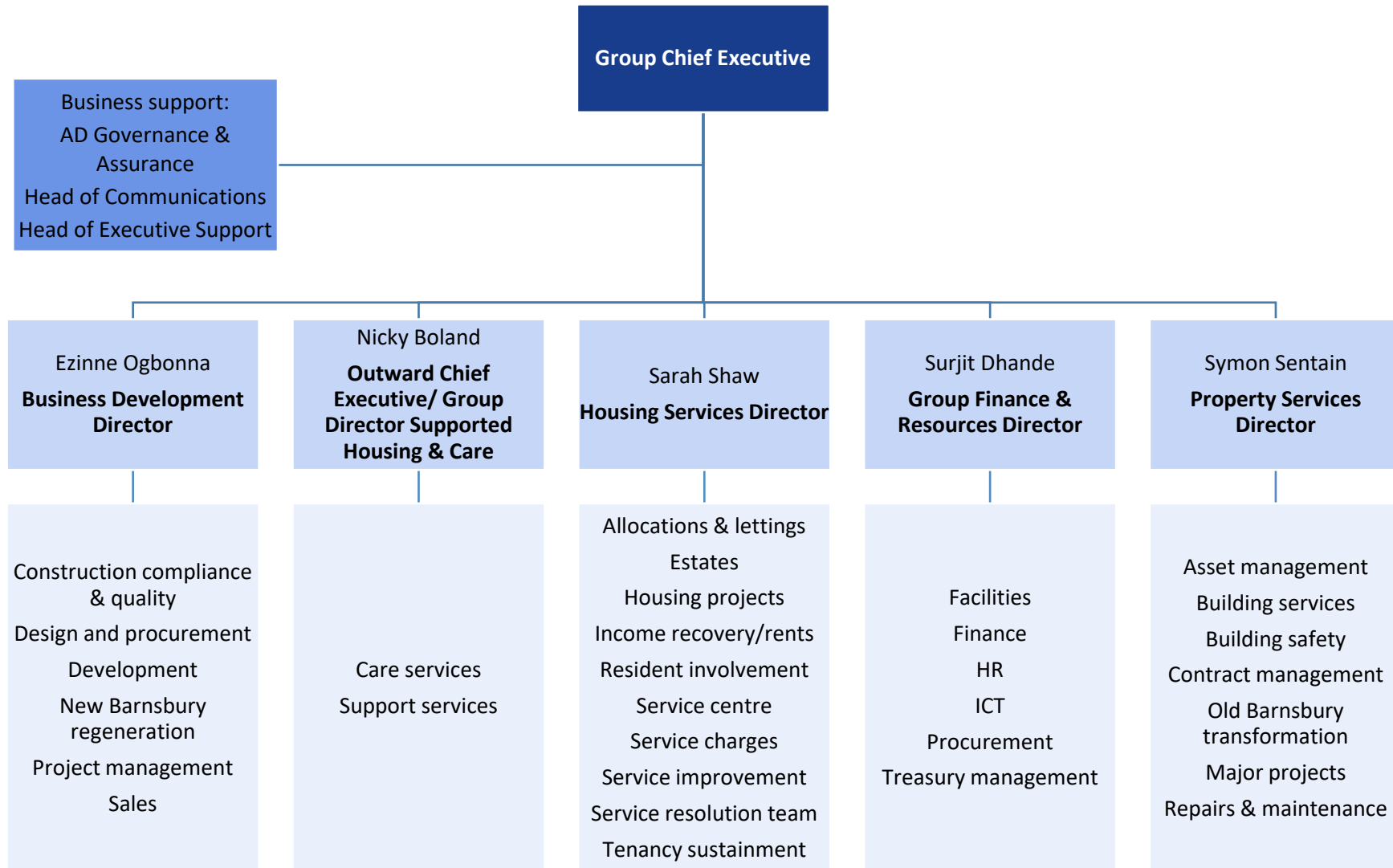
- t. Integrity, which earns respect and trust in others.
- u. An unstinting commitment to equality, diversity, and inclusion.
- v. Diplomacy and tactfulness.
- w. Tenacity and resilience, with drive and presence.
- x. A willingness to work flexibly, having visibility with staff, residents, and partners.

## Group structure

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## Leadership structure



## Executive team

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### **Ezinne Ogbonna | Business Development Director**

Ezi joined the Newlon team in 2006 and was promoted to the role of Deputy Business Development Director in 2011, and then promoted further to her current leadership role in April 2018. She previously worked in housing development at Gateway Housing Association. She has overseen many of Newlon's major development projects including working on the award-winning Arsenal and Hale Village regeneration programmes. She is currently leading the transformation of the new Barnsbury Estate, to provide modern, energy efficient housing, as well as enhanced community facilities and increased green space.



### **Nicky Boland | Chief Executive of Outward**

Nicky became Outward's CE in November 2021 (and is also Newlon Housing Trust's Director of Supported Housing). Nicky has worked in adult social care for over 30 years managing registered care homes and supported housing, as well as undertaking senior and executive quality assurance and business development roles. Delivering caring yet empowering, inclusive services that truly meet people's aspirations is a key driving factor for Nicky. She is a trustee for a London homeless charity and a volunteer befriender.



### **Sarah Shaw | Housing Services Director**

Sarah joined Newlon in December 2021 and has worked in housing for just over 30-years. She is passionate about delivering high quality and accessible housing services; hearing resident voice; and retaining a visible presence in our communities. Before joining us, she was the former Director of Homes, Care and Communities at Octavia Housing. She also has extensive previous senior level experience with East Thames, as Director of Customer Services & Transformation and Family Mosaic, as a Regional Director.



### **Surjit Dhande | Group Finance and Resources Director**

Surjit joined us in this role in July 2017. He was formerly at Cambridge Housing Group, where he had been Group Finance Director since 2011. He has an extensive track record in finance director level roles in various housing settings, including for two former ALMOs – Ealing Homes and Newham Homes, and was also Deputy Group FD at Network Housing. Surjit has a long-standing association with us, as he was Outward's first ever Finance Manager. He also holds a non-executive role at Barnet Homes.



### **Symon Sentain | Property Services Director**

Symon is an experienced property professional, with a career in housing spanning more than 30 years. He joined Newlon in 2014, initially to support a major defects programme. He was promoted to the Assistant Director Property Services roles and headed the Barnsbury Estate programme leading to the successful estate ballot outcome in favour of the transformation proposals. He was promoted to this leadership role in February 2022 and remains hugely committed to ensuring our residents live in safe, warm and high-quality homes.

## Board team

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The following are all members of the Newlon Housing Trust Board, and we have detailed their additional roles within the group governance structure and their date of appointment.



**Aman Dalvi OBE | Chair and member of People & Governance Committee | December 2020**

Aman has worked at very senior levels for many years and has been a Chief Executive of three organisations with extensive experience of planning, regeneration and development. He was Executive Director of Development & Renewal at a London local authority and has also worked for a housebuilder and a major real estate company.

Aman was a ministerial appointment on the boards of English Partnerships and the Olympic Park Legacy Company. He has also served as a Chair including for the Anchor Trust and PA Housing. In 2000 he was awarded an OBE for services to housing.



**Alison Muir | Outward Board and Resident Services Committee member | January 2023**

Alison is an accomplished NED with a combination of local authority, private sector, G15 housing association and homelessness charity sector experience. As a driven, dynamic senior leader who builds and nurtures diverse organisations, Alison creates and deploys effective change strategies and engages with stakeholders at all levels. She is proactive, innovative and a commercially focused leader with highly developed interpersonal skills both at an executive and operational level. She also has an Executive MBA.



**Blossom Shakespeare | Chair of Access Homes and Resident Services Committee member | August 2019**

Blossom has been a Newlon resident since 2012. She is also a volunteer member of our Complaints Panel and Residents' Forum. Blossom has worked for her local council for the last 11 years in a variety of roles, mainly relating to social care. She currently works as a Business Support Officer, where she supports the Council's fostering and adoption

recruitment process. She is also a Deacon for her local Baptist Church.



**Chris Cheshire | Chair of the Development Committee and Resident Services Committee member | July 2021**

Chris has over 24 years' experience as a NED. His board roles covered development, asset management and DLO management, as well as risk and audit, and customer services. He has a broad range of board skills and a high-level knowledge of housing and finance issues and has been directly involved in supporting mergers for a number of registered providers and worked with two Boards to help them improve their grading.



**Ed Ihejirika | Development Committee and Group Audit and Risk Committee member | December 2020**

Ed is a strong advocate for community development to achieve equality and social cohesion. He is an architect and development consultant and established his own practice in 2009. He also teaches on the Postgraduate Diploma in Professional Practice in Architecture at the University of Westminster and is a member of the Green Register

of construction professionals who seek to build more sustainably. He contributed to the book 'White Papers Black Marks' and chairs a Tottenham community development charity.



**Jane Everton CBE | Chair of Outward and member of People & Governance Committee | September 2022**

Jane is a former senior civil servant with 38 years of public sector experience particularly in homelessness and supported housing. She has a track record of delivering complex national policy, legislation and major corporate change. Most recently Jane served as Deputy Director for the Social Housing Department for Levelling Up, Housing, Communities and Local Government where she helped to deliver the Social Housing White and Green Papers. Jane was awarded a CBE for public service in June 2015.



**John Cross | Chair of the People & Governance Committee and Development Committee member | August 2026**

John has extensive senior level experience leading on the development of new affordable homes and has worked as Chief Executive for a number of organisations including bpha. He was previously the Chair of the National Housing Federation for three years and has also served on several housing association Boards.



**Keith McLeod | Chair of Group Audit and Risk Committee and Access Board member | December 2023**

Keith is a qualified accountant, with expertise in risk management, financial reporting and strategic leadership. He is also an experienced NED who has specialised in the financial services industry for the majority of his career. Keith was a Chief Finance Officer, Board member and regulated person in the UK Banking sector for 12 years. He is currently an NED of Mansfield Building Society, and Lymphoma Action – a national cancer charity.



**Lloyd Gale-Ward | Chair of Fusion, Chair of the Residents' Forum | Resident Services Committee member | August 2019**

Lloyd has worked for the College of Policing for the last 8 years in a variety of roles and has previously worked for The Royal Parks and Cabinet Office. Lloyd is also the Founder of the Isobel Place Residents' Association.



**Peter Cogan | Chair of Resident Services Committee, Access Homes and Group Audit and Risk Committee member | January 2023**

Peter has held many senior roles, including the Executive Director of Customer Service at the Richmond Housing Partnership and interim Director of Customer Operations at Optivo. He is currently the Group Customer Services Director at Watford Community Housing. His expertise lies in identifying customer needs and implementing strategies to deliver them and offers a wealth of wealth of experience from a range of service industries.



**Mike Hinch | Group Chief Executive**

Mike joined Newlon in 1993 as its Finance Director and became our Chief Executive in 1999. Before joining Newlon, Mike had held various senior positions in housing and local government. He is a qualified accountant and has an MBA. Mike has been a Board member of several other housing associations. He is also a Trustee of the Tottenham Hotspur Foundation.

## Key terms and conditions

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### Remuneration

Salary is circa £180,000. Plus travel allowance of £9,650 pa. There is also access to consideration of a performance related bonus, of up to 5% pa.

Non-contributory pension, 8% employer contribution.

After completion of probation, there is access to a wide range of staff benefits, including for example a health cash plan, financial contribution to a fitness programme, income protection policy, professional fees etc.

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### Annual leave

29 days plus public holidays. Additional days over Christmas closure.

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### Probation and notice period

The probationary period for the role is six months, after which the notice period is six months.

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### Working arrangements

Full time hours are 35 hours per week. However, given the seniority of the role, flexibility is essential, including evenings and occasional weekends.

Newlon has adopted hybrid working arrangements, so staff are typically in the office for two to three days per week. 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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### Place of work

We are based at Newlon House, 4 Daneland Walk, Hale Village, London, N17 9FE. It's a purpose-built head office that forms part of the award-winning Hale Village regeneration project, just around the corner from the major transport interchange at Tottenham Hale.

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## Key dates and the selection process

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**Closing date: Monday 14<sup>th</sup> October 2024 | 09:00**

We will be in touch to let you know the outcome of your application by the beginning of the following week.

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**First interviews: Wednesday 23<sup>rd</sup> October 2024 | via Teams**

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day, the Newlon Chair, Aman Dalvi will be available for informal conversation.

We will be in touch to let you know the outcome of the interview the following week.

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**Final stage selection:**

**Stakeholder conversations: Week beginning 4<sup>th</sup> November 2024 | via Teams**

Shortlisted candidates will have the opportunity to have conversation with senior staff, some of the Board, a selection of residents, and Mike Hinch, the outgoing GCE.

**Final interview: Monday 11<sup>th</sup> November 2024 | in-person | at Newlon House**

There will be a final panel interview, led by Aman Dalvi, Chair of the Board, with Board members Jane Everton and Lloyd Gale-Ward. Gera Patel from Campbell Tickell will also be in attendance.

If you are unable to participate on any of the identified dates for interviews or other sessions, please do speak to Campbell Tickell before making an application.



# Group Chief Executive

Circa £180,000 pa | London



## Quality affordable homes for London

At Newlon we believe that the delivery of high-quality services and affordable homes have the power to make a hugely positive impact on people's lives and life chances. That belief is rooted in a unique legacy, and our core commitment remains as relevant today as when we were established more than 50 years ago.

From regenerating deprived neighbourhoods; supporting people who need additional assistance to fulfil their potential; and focusing on community wellbeing - at Newlon we know that taking a holistic view is an essential foundation for effective placemaking, ensuring sustainability and enabling people to thrive.

Our next Group Chief Executive is going to be inheriting a special organisation. The inclusivity of our workplace is something we remain proud of, and hugely committed to. So, we have high expectations for the role.

Your likely background in social housing sector means that you are attuned to the emphasis on resident voice, service excellence and performance management. As you set the tone and evolve our culture, our brilliant and diverse staff team will look to you for guidance and inspiration. Our residents will want to know that they have someone who is a champion for their needs and aspirations; and the Board will seek your assurance on our positioning to meet the ambition for growth and impact.

There is much to juggle. It is undoubtedly a demanding role, but also a hugely rewarding one. So do take this opportunity to find out more.



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

Please contact Isabella Ajilore to arrange a time for further discussion:

[Isabella.Ajilore@campbelltickell.com](mailto:Isabella.Ajilore@campbelltickell.com) | 07572 166417

**Closes 9 am, Monday 14th October 2024.**

**CAMPBELL  
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