



Head of Business Performance & Assurance.

Candidate Information
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August 2024



Introduction from Calico Homes Managing Director, Vicki Webb.



We are excited to be recruiting to this opportunity for a **Head of Business Performance & Assurance**. This newly introduced role is designed for an inspiring leader who will join the Homes Senior Leadership Team, with lead responsibility for areas including H&S, performance management, business performance and continuity, risk management and delivery of regulatory requirements.

The Head of Business Performance and Assurance will lead on the **development and implementation of an excellence framework** which focuses on the successful delivery of high quality, value for money, customer focussed services which meet or exceed regulatory requirements.

You must be able to work collaboratively with colleagues to deliver the vision and strategic objectives set by the Calico Homes Board. You will also contribute at a wider group level, maximising opportunities offered by working within a group structure and being an active member of the Group Leadership Forum.

This role offers the opportunity to make a **significant impact on the organisation's success and contribute to the broader goals of providing high-quality social housing services**. I'm looking for a genuine and dedicated professional who thrives in a fast-paced environment and is committed to delivering outstanding results. A passion for improving the customer experience is essential as you will ensure that the customer voice is heard and utilised to deliver positive outcomes whilst keeping customers and colleagues safe.

If you have a strong background in governance, performance management, and policy development you could be exactly what we are looking for - I look forward to hearing from you soon.

Vicki Webb

Managing Director – Calico Homes

About Calico

Our Purpose is:

“To make a real difference to people’s lives”

We want to help individuals of all ages and backgrounds, and their families, live peacefully and prosperously in warm, secure homes and safe, friendly communities.

We have a passion for supporting our customers to live their best lives.

Our Values are



Our Vision is to be:

“Investing in local communities where everyone thrives – through innovation, strength and collaboration”.

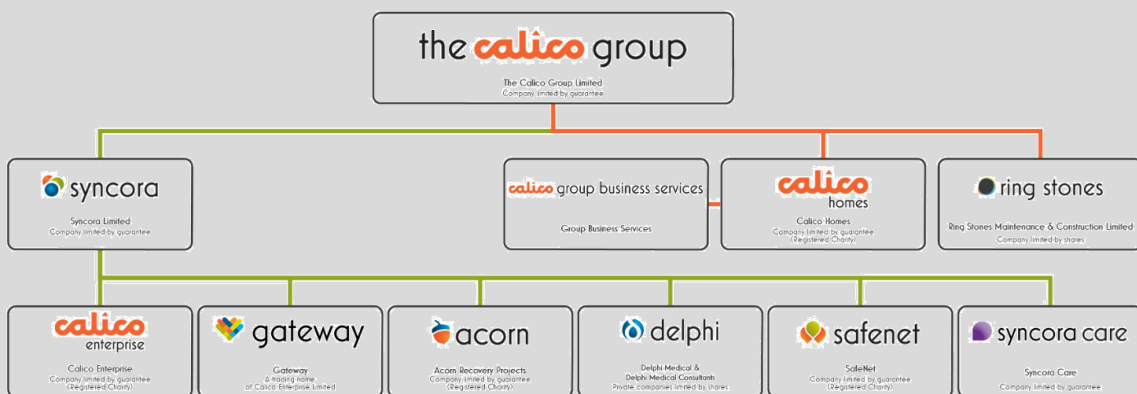
Strategic Objectives:

The purpose, values and vision provide the strategic direction of Calico Homes. The Group will achieve these through its strategic objectives:

- To provide safe and well-maintained homes through investment in existing and new properties.
- To support customers to sustain tenancies.
- To provide good quality and personalised repairs, customer and neighbourhood services.
- To develop trusting relationships and to empower customers and communities to take the lead on the things that matter most.
- To strengthen the business so it is strong, well-governed, environmentally friendly and provides value for money customers.
- To create a place where people want to work now and in the future.

Each part of The Calico Group has its own specialism, expertise and a track record of providing a complete community service in housing, healthcare, support, employability and construction.

Our Group Structure



Role Profile – Head of Business Performance and Assurance.

About your role:

Role:	Head of Business Performance & Assurance
Responsible to:	Managing Director of Calico Homes.
Business Area/Company:	Calico Homes.

Calico Homes is our housing provider. With around 5,000 homes in Lancashire, we provide quality accommodation for families, individuals and older people, plus supported housing for people with specialist needs and in the most challenging situations. Calico Homes works closely with other Group companies and partners to provide a customer offer that goes much further than providing a home.

You will be a key member of the Homes Senior Leadership Team, role modelling behaviours and participating in effective decision making made in the best interests of the Group. You will support colleagues to effectively deliver their responsibilities with a clear focus on keeping the business safe, compliant and well governed whilst ensuring the Customer Voice is clearly embedded throughout the Excellence Framework. You should be a strategic thinker with the ability to see the bigger picture, whilst still being able to work through the finer details to deliver accurate and timely outcomes and outputs.

The value of this role:

To be a key member of the Homes Senior Leadership Team, with lead responsibility for areas including H&S, performance management, business continuity and delivery of regulatory requirements.

To work collaboratively with colleagues to deliver the vision and strategic objectives set by the Calico Homes Board. You will also contribute at a wider group level maximising opportunities offered by working within a group structure and being an active member of the Group Leadership Forum.

To lead and oversee the development and implementation of an excellence framework focusing on the successful delivery of high quality, value for money, customer focussed services which meet or exceed regulatory requirements. This will include responsibility for effective risk and performance management, ensuring that the customer voice is heard and utilised to deliver positive outcomes and keeping customers and colleagues safe.

To lead on the management of risk for Calico Homes, linking into the Group risk strategy and ensuring the regular review of actions, mitigations and new risks from a company perspective.

To own activity from workstreams which support delivery of transformational change, engaging, motivating and supporting colleagues through the change process and ensuring these are delivered successfully within agreed timeframes.

To keep the company updated with regulatory changes, to seek out best practice both inside and outside the sector, to explore opportunities for different ways of working and to act as a critical friend to service areas across Homes.

Activities you will carry out in this role:

- Chairing a project delivery team meeting ensuring actions are on track and supporting with removal of any barriers.
 - Co-ordinating SLT meetings including development of a forward plan linked to Board priorities and providing updates on delivery of strategic objectives.
 - Developing strategies, policies and procedures to support group/company activity.
 - Contributing to wider project delivery such as development and delivery of an extra care scheme.
 - Leading on preparations for internal audits within Calico Homes.
 - Scrutinising performance and writing reports to Board on necessary actions to improve.
 - Attending webinars or seminars to identify best practice and highlight areas for future development/change
 - Deputising for the MD or taking responsibility for activity delegated by the MD. Positively representing Calico Homes and the wider Group both internally and externally.
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Measuring success:

- Development of a robust excellence framework which evidences compliance across all homes functions and demonstrates value for money.
 - Compliance against all regulatory and legislative requirements.
 - Delivery of actions, outputs and outcomes relating to Calico Homes Strategic Objectives.
 - Delivering an increased focus on customer centric service development – strengthening engagement and influencing opportunities for customers.
 - Demonstrable improvements in VFM related performance and measures.
 - Increases in colleague satisfaction, health and well-being measures.
 - Maintaining and improving Calico Homes and Group reputation.
 - Establishment of strong working relationships with internal and external partners with an effective approach to collaborative working delivering positive outcomes
 - Clear strategies, policies, procedures and guidance which support the effective running of services and keeps them regulatory and legislatively compliant.
 - Effective data governance with housing management systems capturing data correctly providing accurate and consistent performance reporting.
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What you need to be successful in this role:

Qualifications	n/a
Experience	<ul style="list-style-type: none">• Leadership experience and knowledge of operating in a social housing environment.• Able to manage risk and engage with audit, assurance, and scrutiny functions.• Effective project and contract management and the delivery of successful change initiatives.
Skills & Knowledge	<ul style="list-style-type: none">• Understanding of regulatory requirements, legislation and legal processes including, but not limited to health and safety, consumer standards and related guidance and codes of practice relevant to the role.• An understanding of what good governance looks like and an ability to deliver this working in partnership with the Group Head of Governance.• Upholding and demonstrating organisational values and behaviours and challenging where these are not being displayed.• Delivering the highest levels of customer service.• Awareness of relevant sections of Equalities act in respect of colleagues and fair access to services for customers and an ability to ensure these are delivered appropriately.• Knowledge of GDPR legislation and requirements for all areas of responsibility.• An understanding of Safeguarding including safe recruitment practices.

This organisation is committed to safeguarding and promoting the welfare of adults, children and young people and expects all employees and volunteers to demonstrate this commitment and ensure safeguarding concerns are raised appropriately, according to company procedures.

To be successful in all Calico Group roles, candidates will need to demonstrate that their values and behaviours align with ours. This will be assessed throughout the recruitment process.

Our Executive Team



Anthony Duerden, Chief Executive of The Calico Group

Anthony returned to The Calico Group as Director of Customer Services in 2011 after working for Community Gateway Association for three years as Head of Property Services.

Anthony, who is a qualified accountant, had previously worked at Calico as Head of Finance before he made the move into Asset Management.

Anthony is a former member of the Board of Lancashire Housing Partnership Ltd and a White Ribbon UK ambassador.



Helen Thompson, Group Deputy Chief Executive

Helen is responsible for the delivery of Calico's services across the North West including affordable housing, construction, development, support, skills, employment and training, and care.

Before gaining this role in 2018, Helen held a number of senior positions within the Calico Group with specialisms in neighbourhoods, communities and customer services.

Helen has an MSc from De Montfort University in Business for Housing, a Bachelor of Arts Degree from Manchester University and an ILM 7 qualification in Leadership Coaching and Mentoring.



Vicki Howard, Executive Director of Organisational Development

Vicki has almost 30 years' experience as an HR professional and was part of the project team that delivered the Housing Stock Transfer in 2000. She has since played an instrumental role in the growth and success of Calico.

Vicki has been responsible for delivering a People Strategy that recognises staff engagement as the route to business success, developing a values-led organisation where people are happy and can thrive.

Vicki is also a licensed practitioner in the Myers Briggs Type Indicator, which she uses extensively to develop individuals and teams.



Chloe Christian, Executive Director of Group Finance

Chloe is the Executive Director for Finance for the Calico Group, joining the Group in 2021 initially as Director of Corporate Finance, and bringing with her a breadth of both operational and strategic financial experience within the not-for-profit sector.

Chloe is responsible for providing financial leadership, leading on business planning, treasury management and financial management for the Group.

Prior to joining Calico in 2021, Chloe had spent over 20 years within the social housing sector and has been the financial lead on two stock transfers in both Salford and Oldham.

Ongoing Professional Development

We're committed to developing all of our employees to be the best that they can be. We believe that everyone has an equal opportunity to learn, develop and grow, and we have a continuous learning journey to prove it.

Our Calico Campus is available for all employees, at any stage of their career – learn about our culture and our mission on your very first day, experiencing a great induction like no other.

Develop your own values, recognise the values of others and develop your ability to offer and accept feedback – because working together, understanding our strengths and our own needs, means we can do more for our customers and truly make a real difference to their lives.

When you've gone through your induction and probation period – you'll have access to complete a wide variety of programmes to develop your industry and professional skills using our professional pathways.

The Leader's Journey supports you in engaging and motivating teams to be the very best they can be and **The Leading Edge** programme builds on that learning developing the business skills of leaders; making the right decisions for the right reasons and in the right way.

Our leadership programmes will inspire you, enable you to grow, and help you to navigate through change in an ever-changing world.

Diversity and Inclusion

We are active members of Inclusive Companies, Black Leaders Network, Housing Diversity Network and House-Proud Northwest. These affiliations ensure we keep up to date and informed of diversity agendas whilst helping us to share and seek best practice.

We secured the Lancashire LGBT Quality Mark, and we are proud to have been named the 2nd most inclusive company in the UK in 2021.

Terms and Conditions

Remuneration	Circa £64,000 and key benefits which are highlighted below.
Annual leave	36 days, which includes Bank Holidays and three days between Christmas and New Year.
Sick pay scheme	Up to 3 months full pay/3 months half.
Health benefits	In the 2 nd month of your employment, you will be entitled to participate in the company's chosen health cash plan and health insurance benefit subject to terms and conditions.
Standard working week	36.25 hours.
Pension	SHPS Defined Contribution Scheme – employer contributions up to maximum of 10% (-2% of employee contribution i.e. if I contribute 10%, Calico contributes 8%).
Pay date	16 th of the month.
Probation	6 months.

Successful candidates will need to demonstrate that their values and behaviours align with ours. This will be assessed throughout the recruitment process.



Timetable

Closing date	Friday 13 th September.
Longlist meeting	Friday 20 th September.
Preliminary interviews	Friday 27 th September.
Shortlist meeting	Friday 27 th September.
Psychometric assessments (online)	TBC.
Final interviews	Monday 30 th September Tuesday 1 st October.

How to Apply

To apply, please submit an up-to-date copy of your CV, along with a Supporting Statement (maximum of two pages) which summarises your most relevant professional skills and experiences.

Applications should be submitted via: <https://calicojobs.co.uk/> and must be received by **Monday 9th September 2024**.

Please provide your home, mobile and email contact details and let us know of any dates when you are not available or where you may have difficulty with the indicative timetable above.

You should also provide the names, positions, organisations and contact details for two referees, one of whom should be your current or most recent employer. We would not approach these referees before the shortlist stage, and only with your permission. If you do not wish us to approach your referees at any stage, please state this clearly.

If you would like to discuss the role in more detail, please contact Chloe Pinder on cpinder@calico.org.uk to arrange an informal discussion.