

Head of Neighbourhoods

Candidate Information
Pack

January 2025



Introduction from Calico Homes Managing Director, Vicki Webb.



We are excited to be recruiting to this opportunity for a **Head of Neighbourhoods**. This role is designed for an inspiring leader who will join the Homes Senior Leadership Team, with lead responsibility for areas including neighbourhoods, community safety, clean and green and Income and Tenancy Sustainment.

The Head of Neighbourhoods will lead and oversee the successful delivery of high quality, value for money, customer focussed services across all aspects of our Neighbourhoods offer. This will include responsibility for effective risk, budget and performance management, and ensuring that the customer voice is heard and utilised to deliver positive outcomes.

You must be able to work collaboratively with colleagues to deliver the vision and strategic objectives set by the Calico Homes Board. You must be able to own workstreams which support delivery of transformational change, engage and support colleagues through the change process and ensure these are delivered within agreed timeframes.

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 leadership, housing management, governance and customer service 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”.

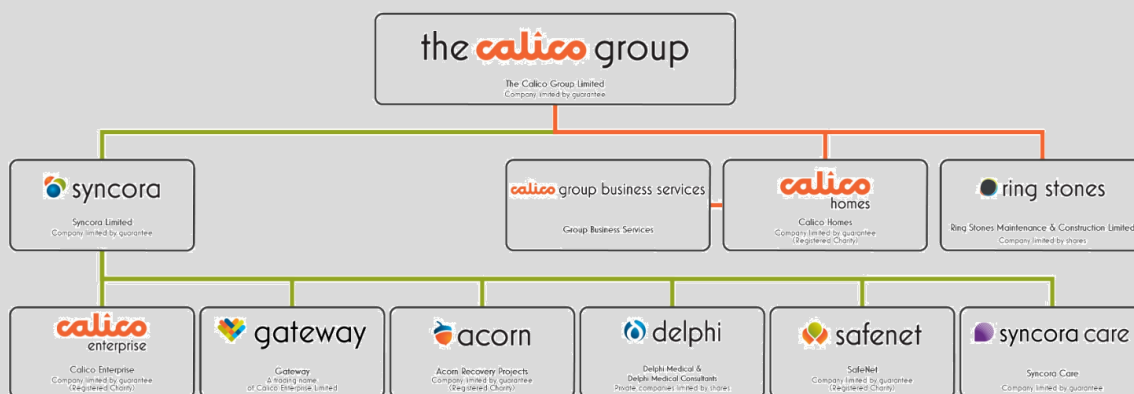
Strategic Objectives:

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



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.

Role Profile – Head of Business Performance and Assurance.

About your role:

Role:	Head of Neighbourhoods.
Responsible to:	Managing Director of Calico Homes.
Responsible for:	Neighbourhood Coordinator Community Safety Coordinator Clean & Green Team Manager Income & Tenancy Sustainment Manager
Business Area/Company:	Calico Homes.

The value of this role:

To be a key member of the Homes Senior Leadership Team, with lead responsibility for areas including Lettings, Tenancy Management, Community Safety, Income Management and Open Spaces Management.

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 successful delivery of high quality, value for money, customer focussed services across all aspects of our Neighbourhoods offer. This will include responsibility for effective risk, budget and performance management, and ensuring that the customer voice is heard and utilised to deliver positive outcomes.

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

To inspire, engage, support and develop colleagues across your teams, enabling them to bring their best selves to work and ensuring robust workforce planning is in place.

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.
- Preparing for and attending Senior Leadership Team meetings and providing an update on delivery of strategic objectives and priorities.
- Developing a policy to support group/company activity.
- Contributing to wider project delivery such as development and delivery of an extra care scheme.
- Reviewing management accounts and identifying efficiency opportunities. Leading on an internal audit of one of own service areas.
- 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.
- Line managing your direct reports and ensuring that the People Strategy is being effectively delivered.
- Positively representing Calico Homes both internally and externally.

Measuring success:

- Delivery of actions and measures relating to Calico Homes Strategic Objectives.
 - Increased levels of customer satisfaction.
 - Delivering an increased focus on customer centric service development – increasing engagement and influencing opportunities for customers.
 - Increased transparency and use of complaints and satisfaction feedback to drive service improvement.
 - Demonstrable improvements in VFM related performance and measures.
 - Ensuring services are delivered within identified budgets with a focus on improving efficiencies.
 - Increases in colleague satisfaction, health and well-being measures.
 - Compliance against all regulatory and legislative requirements.
 - Maintaining and Improving Calico Homes 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 your services and keeps them regulatory and legislatively compliant.
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What you need to be successful in this role:

Qualifications	A level 4 housing qualification or willingness to work towards within a 2-year period.
Experience	<p>Extensive experience in delivering an excellent housing management service to customers.</p> <p>Proven leadership and management skills within a social housing environment.</p> <p>Skilled in converting strategic goals into actionable plans and managing their delivery, evaluation, and improvement.</p> <p>Experience in motivating and developing a high-performance culture that achieves improved outcomes.</p>
Skills & Knowledge	<p>Excellent communication skills interpersonal skills.</p> <p>Ability to operate at pace and be adaptable to changing priorities in a result-driven environment.</p> <p>Highly motivated and passionate, with a readiness to engage both strategically and operationally.</p> <p>Leads by example, with integrity and can exercise good judgement.</p> <p>Resilient and adaptable, able to manage change effectively.</p> <p>Good knowledge of housing legislation, best practice and how to apply it.</p> <p>Ability to work collaboratively with a range of stakeholders.</p>

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

Longlist meeting

Preliminary interviews

Shortlist meeting

**Psychometric assessments
(online)**

Final interviews

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 **(Insert date)**.

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.