



ALLCROFT ASSOCIATES  
EXECUTIVE SEARCH

# Assistant Director of Digital and Technology Candidate Pack





# Broadacres



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# Welcome from Claire Townson, Chief Executive



## **Thank you for your interest in Broadacres and in this important leadership opportunity.**

Broadacres is a not-for-profit rural housing association based in Northallerton, with a strong and longstanding commitment to providing great homes, great communities and great customer experiences across North Yorkshire. We own, manage and invest in thousands of homes across rural areas, market towns and surrounding communities, helping people to live safely, affordably and well in places they are proud to call home.

Our role is about much more than bricks and mortar. We work in communities where the need for good-quality, affordable housing remains significant, and where rurality brings its own challenges around access, services, infrastructure and opportunity. That gives Broadacres a very clear social purpose, but also a responsibility to ensure that we are as effective, efficient and responsive as we can be. We are now entering an important next phase in our development. The organisation has firm foundations, committed colleagues and a clear ambition to improve services and outcomes for customers. At the same time, we recognise that we need to strengthen the way we work, improve value for money, make better use of data and technology, and build greater pace and confidence around organisational change.

The Assistant Director of Digital and Technology will be central to that next stage. This is the most senior digital and technology role in Broadacres, sitting within the new Transformation Directorate and working closely with the Director of Transformation, the Executive Team and colleagues across the organisation.

This is not simply a traditional IT leadership role. We need someone who can lead the digital and technology function well, but who can also work across Broadacres as an organisational leader. The role will help us develop a clearer digital roadmap, improve the way our systems connect, strengthen data and cyber foundations, and make technology a practical enabler of better services, efficiency and customer outcomes.

You will need to combine technical credibility with strong values, visible leadership and the ability to translate technology into language that makes sense to colleagues, customers and senior stakeholders. You will also need to be comfortable working in an organisation that is still developing its digital maturity, where the opportunity is to improve the fundamentals while helping shape a more ambitious future. Broadacres is an organisation with real potential, an important local role and a strong connection to the communities we serve. If you are excited by the opportunity to help strengthen our digital foundations, support our transformation journey and improve outcomes for customers across North Yorkshire, we would very much welcome your interest.

*Claire*

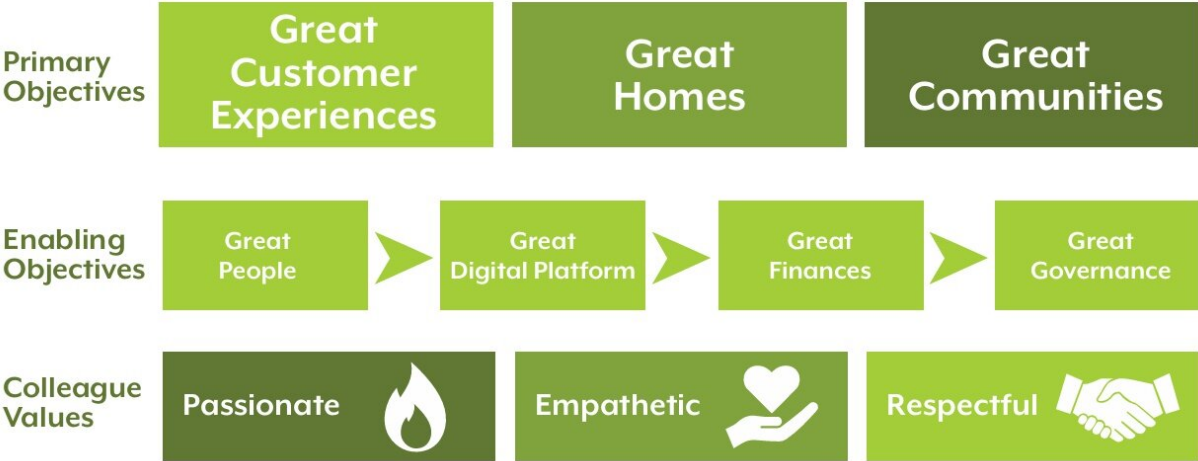
Broadacres

# About Broadacres

## Our Compass

**Vision** 'To be the Best Rural Housing Association in the country'

**Mission** Great people providing great homes and great customer experiences across our rural communities'



**Broadacres** is proud to be the rural housing association focused on North Yorkshire from its market towns and coastal communities to the more rural areas within two National Parks.

Our vision is to be the best Rural Housing Association in the country. Our mission, to provide great homes and great customer experiences across our rural communities, is borne out by our recent Tenant Satisfaction Measures and our customers consistently compliment the commitment of our colleagues in achieving these exceptional results.

Over the last 30 years Broadacres has doubled in size and now owns over 6,600 homes right across the whole of North Yorkshire. We provide homes for rent and low-cost home ownership including shared ownership. We also have a range of accommodation that sits alongside support services, such as extra care schemes, a women’s refuge, young people’s homelessness accommodation and services for people with learning disabilities and mental health needs.

Our team is over 400 strong, including 150 people within property maintenance services and a further 150 supporting our customers in their communities. We have an active development programme building homes for rent and shared ownership and our new homes are built above current requirements to anticipate future home standards.



# About Broadacres

## **Our region has different challenges...**

We are lucky to live, work and play in beautiful North Yorkshire, proud of our surroundings and culture. But living here comes with different challenges, especially for those living in our homes, market towns and rural communities. The housing market has continued to change, with house prices increasing significantly and the availability of affordable homes declining, partly because of second homes and holiday lets.

Demand for affordable housing continues to be high across North Yorkshire as house prices and rents continue to rise faster than wages. Many rural communities are under pressure, with schools, businesses and public transport services struggling to remain viable as families are forced to leave the area to find somewhere affordable to live.

## **But there are also many opportunities...**

National, regional and local government have recognised this issue and are prioritising efforts to reverse this trend. Broadacres will be part of the solution, providing more homes to ensure families can stay rooted in their communities.

Broadacres welcomes the government's ambition to deliver many more affordable rural homes and the funding available through the Homes England £27.3bn funding programme up to 2036. We also recognise the partnership opportunities and financial support available through the York and North Yorkshire Combined Authority and North Yorkshire Council which will continue to enable opportunities to deliver many new affordable homes across our region.

Broadacres has strong partnerships with the North York Moors and Yorkshire Dales National Parks and will continue to prioritise our joint ambitions for much needed affordable homes within these areas. Broadacres will play its part in championing rural communities across North Yorkshire and strives to be an 'anchor institution' in the area.



# The Transformation Programme and Digital Context

Broadacres is entering an important transition phase. The Leadership Team is now more settled, creating the opportunity to take stock, reset and move into a more focused programme of organisational change.

The transformation programme is expected to run over 18 months to two years. It is an organisation-wide programme, not a narrow project or process exercise. The broad aim is to create a more joined-up organisation, with clearer accountability, more efficient and effective service delivery, stronger value for money and a more mature approach to change.

The programme is focused around four main workstreams: financial, service delivery, culture and digital. The digital workstream is a critical enabler of the wider transformation programme, and this appointment will play a key role in making that work practical, credible and deliverable.

## Digital priorities

- **Accelerating the digital agenda and develop a clearer digital and technology roadmap.**
- **Moving beyond the basics of Salesforce implementation and make better use of the systems already in place.**
- **Improving systems integration, data quality, data availability and technology-enabled service delivery.**
- **Strengthening cyber security, system resilience and digital governance.**
- **Helping colleagues see technology as an enabler of better services, rather than simply an IT function.**
- **Supporting frontline delivery, including colleagues working in property services and other mobile roles.**
- **Building digital confidence and capability across the organisation.**

## Current digital and technology context

Broadacres has made progress with Salesforce and is using it as a CRM, but the wider digital roadmap remains relatively immature. The organisation now needs a clearer roadmap and a more integrated approach.

The existing digital and technology team is around 14 FTE and includes service desk, development, infrastructure and cyber security capability. Current core systems include Aareon QL for homes and repairs, DRS Scheduling, Salesforce for customer and CRM activity, and Business Central for finance.

There is a clear need for better integration. Systems need to talk to each other more effectively, data needs to be trusted and usable, and technology needs to support practical service delivery across finance, operations, customer services, assets and transformation.



# Role Profile

**Team - Senior Leadership Team**

**Manager - Director of Transformation**

**Direct team responsibility - 14 FTE**

**Budget responsibility - circa £1.5m including budget and capital**

## **Role purpose**

The Assistant Director of Digital and Technology will provide strategic leadership for the development and delivery of Broadacres' technology vision, strategy and roadmap for change. The role will take overall responsibility and accountability for the IT architecture, IT and telephony systems that enable Broadacres to achieve its corporate ambitions and deliver high-quality, user-centric, efficient and effective digital and technology services.

The role will provide strategic leadership and oversight of the cyber strategy and plan, ICT operations and the way data is managed across ICT systems. This includes how data is ingested, stored and integrated between systems so that it is readily available and usable for reporting, analytics and decision-making.

The role will have overall responsibility for ensuring resilient, secure and scalable digital foundations that enable transformation and innovation. It will also work closely with the Director of Transformation to ensure digital is embedded in the wider transformation programme and directly supports better customer outcomes, service delivery, efficiency and value for money.

## **The opportunity**

This is a significant senior leadership role at a key moment for Broadacres. The successful candidate will inherit a committed team and a platform of important systems, but will also have the opportunity to bring greater coherence, sequencing and confidence to the organisation's digital agenda.

## **Strategic digital and technology leadership**

- Lead the development and delivery of Broadacres' technology strategy, vision and roadmap.
- Collaboratively shape the organisation's digital future, ensuring the roadmap supports corporate strategy, service priorities and medium-term financial planning.
- Lead a Digital Transformation Board, ensuring digital priorities are sequenced against business need, risk, investment and deliverability.
- Drive the digital agenda across systems, infrastructure, telephony and cyber security.
- Work with frontline housing and customer engagement teams to develop, optimise and transform how customers interact with Broadacres digitally, including oversight of the Broadacres website as a route for digital customer access.
- Lead the development of an AI strategy and roadmap, ensuring any adoption is ethical, proportionate, useful and linked to improved customer and colleague experience.

**What does success look like?** A clearly articulated technology vision, strategy and roadmap will be understood and supported by organisational leaders. Digital investment will be properly planned, sequenced and aligned with operational requirements, financial planning and the wider transformation programme.

## **Data, integration and insight**

- Oversee the approach to how data is ingested, stored, extracted and integrated across systems.
- Lead the development and build of a data warehouse for current and future systems, providing robust data availability, accuracy and integrity.

# Role Profile

- Ensure reliable integration between core systems so colleagues have trust and confidence in the data they need to perform their roles effectively.
- Support the organisation to develop stronger insight, analytics and data-driven decision-making.
- Prepare Broadacres for appropriate test-and-learn use of emerging technologies, including AI and machine learning, by strengthening data foundations first.

**What does success look like?** Broadacres will have a more joined-up approach between ICT systems and the data they contain. Managers and leaders will have access to secure, accurate and usable data that supports better insight, stronger assurance and more confident decision-making.

## Cyber security and resilience

- Lead the development and delivery of Broadacres' cyber security strategy, plan, policies and controls.
- Ensure Broadacres' digital environment remains secure and protected as far as possible from cyber risks.
- Develop a positive cyber security culture where colleagues understand their responsibilities as the first line of defence.
- Ensure the organisation's cyber approach is proportionate, good value for money and aligned to strategic risk appetite.
- Build relationships with partners, sector peers and relevant forums to strengthen Broadacres' cyber resilience and awareness of best practice.

**What does success look like?** Broadacres will have a robust and proportionate cyber security approach, supported by clear standards, regular review, strong controls and an organisational culture that takes cyber responsibility seriously.

## ICT service delivery

- Oversee day-to-day IT operations, ensuring the service desk is equipped and empowered to provide a strong colleague experience.
- Promote and role model a user-centric IT service, with technology positioned as an enabler of productivity and better services.
- Lead the ongoing development of IT policies and practices for collaborative working.
- Ensure meeting spaces and technology-enabled working environments are equipped to a consistent and agreed standard across Broadacres sites.
- Support the service desk to foster digital literacy across the organisation, working with colleagues to identify and address skills gaps.

**What does success look like?** The ICT service will be highly regarded across Broadacres as an embedded, responsive and enabling service. Colleagues will feel supported to use technology well and service desk performance will be focused on user need, productivity and continuous improvement.

## Leadership and people management

- Provide values-based and visible leadership to direct reports and wider teams.
- Lead, manage and motivate the Digital and Technology team, creating a high-quality, high-performing and modern service culture.
- Create a planned programme of ICT activity with clear priorities, resources, milestones and accountability.
- Foster continuous professional development and a user-first approach across the team.
- Manage significant digital and technology budgets with a clear value for money approach across revenue and capital budgets.

# Role Profile

**What does success look like?** The Digital and Technology team will be well led, clear about priorities and confident in its contribution to Broadacres' wider ambitions. The programme of work will be planned, visible and delivered to agreed standards, timescales and budgets.

## **Stakeholder and supplier management**

- Build strong relationships across Broadacres, helping operational colleagues understand the opportunities, constraints and practical choices around technology.
- Work across finance, operations, customer services, assets, property services and transformation to align digital activity with business need.
- Develop external relationships and networks that bring best practice, innovation and sector learning into Broadacres.
- Represent Broadacres at relevant external events and networks.
- Negotiate with suppliers of hardware, software and technology services, ensuring value for money, clear contract expectations and strong performance management.

**What does success look like?** Stakeholders will see the role as a trusted adviser and delivery partner. Supplier relationships will be actively managed, with contracts and technology investments clearly linked to operational requirements, service standards and value for money.

## **Governance, risk and financial management**

- Lead ICT governance frameworks to deliver value, mitigate risk and ensure technology investments align with organisational priorities.
- Use project management capability to deliver the technology roadmap, with clear oversight of delivery, budgets, risks and resource management.
- Develop and manage ICT revenue and capital budgets in line with corporate and financial plans.
- Define and monitor KPIs and KRIs for all aspects of ICT, including return on investment and efficiency benefits from projects.
- Report clearly to Executive Team, Senior Leadership Team, Committees and Board where required.

**What does success look like?** There will be strong performance, financial and risk management across the digital and technology agenda. Senior leaders and Board members will receive clear, accessible assurance on investment, delivery, risk, benefits and performance.

## **Visible senior leadership**

- Be a visible senior leader across Broadacres, with regular office presence and involvement in organisation-wide meetings and colleague engagement.
- Contribute to the wider leadership of Broadacres through the Senior Leadership Team.
- Champion EDI and act as a role model for inclusive leadership for colleagues and customers.
- Ensure all work undertaken and services provided are compliant with data protection legislation.
- Take responsibility for risk management across the areas of responsibility, including H&S, financial, people and data risks.

**What does success look like?** The role holder will be an effective and visible senior leader who fully embraces Broadacres' corporate strategy, values and behaviours. They will inspire colleagues, communicate clearly and help the organisation become more confident, capable and high performing.

# Person Specification

## Experience

- Proven significant experience in strategic leadership of technology infrastructure, digital innovation and cyber security.
- Significant experience of leading an ICT, digital or technology team and delivering all aspects of a digital and technology agenda.
- Experience of leading digital transformation programmes with associated capital investment, business cases and benefits realisation.
- Experience of developing and delivering ICT strategy, digital roadmaps and technology investment plans.
- Experience of improving systems integration, data management and data maturity within a complex organisation.
- Experience of supplier management, contract management and securing value for money from technology partners.
- Experience of working with senior stakeholders and translating technology into business, service and customer outcomes.

## Skills

- Strong leadership skills, with the ability to inspire, guide and develop colleagues while fostering a positive and productive culture.
- Ability to lead and implement significant change by engaging a diverse group of stakeholders and building shared ownership.
- Confident and credible senior leader with a strong commitment to genuine collaboration across functions and with wider stakeholders.
- Well-developed written and verbal communication skills, with the ability to tailor messaging to a range of technical and non-technical audiences.
- Strategic thinker, able to see the big picture, anticipate future challenges and translate this into clear, deliverable plans.
- Strong project and programme management capability, with the ability to manage competing priorities, resources, risks and timescales.
- Strong analytical capability, with the ability to interpret data from multiple sources and turn it into clear recommendations.
- Problem-solving skills, with the ability to analyse complex issues, assess options and reach sound decisions.
- Risk management skills, with the ability to assess impact, mitigations and controls dynamically.
- Innovative and forward thinking, with the ability to identify and implement practical improvements to systems, processes and services.
- Financial management skills, with the ability to understand financial information and make sound decisions that demonstrate value for money.
- High levels of digital and IT literacy, with the ability to champion digital ways of working that enhance efficiency and service delivery.
- Excellent interpersonal skills, with the ability to establish and maintain positive relationships with internal and external stakeholders.
- A strong commitment to equality, diversity and inclusion, promoting inclusive practices and equitable outcomes for all.

## Knowledge

- In-depth knowledge of digital and ICT strategy development, roadmap planning and technology transformation.
- Knowledge of cyber security principles, best practice, standards and accreditations.
- Awareness of emerging technologies and digital trends, including AI and automation, and their potential organisational impact.
- Knowledge of digital service delivery, including customer experience, accessibility standards and digital inclusion.

# Person Specification

- Understanding of procurement and supplier management in relation to digital products and services.
- Sound understanding of financial planning, budgeting and investment planning.
- Understanding of data analytics and insight, including data governance, data quality and use of metrics to inform decision-making.
- Understanding of the social housing sector and its operating environment is desirable rather than essential.

## Essential requirements

- Take ownership of issues and decisions and care about achieving high standards.
- Work flexibly, balancing home working with regular presence across Broadacres' portfolio, typically two to three days per week.
- Maintain strong leadership visibility and an accessible leadership presence.
- Be willing and able to work outside normal office hours, including attendance at evening meetings.
- Hold a current driving licence.

## Qualifications

- Educated to degree level or equivalent through relevant professional experience.
- Evidence of continuous professional development.
- Project management qualification or equivalent experience is desirable.

## Package and Working Arrangements

- Salary: circa £85,000.
- Permanent senior leadership appointment.
- Location: Northallerton / hybrid.
- Regular on-site presence is expected, typically two to three days per week, to provide visible leadership, engage colleagues and support delivery.
- Generous holiday allowance.
- Pension: SHPS DC, with 10% employer contribution.



## How to apply

**The role is being managed by our recruitment partner, Allcroft Associates**

For a confidential conversation, please contact

Jim Allcroft, Managing Director, E: [jim@allcrofta.com](mailto:jim@allcrofta.com) T:07783 701 922



**Applications should be made by email to [jim@allcrofta.com](mailto:jim@allcrofta.com) and must include the following on separate documents:**

**A letter of application setting out your interest in the role.**

**A comprehensive curriculum vitae (CV).**

**A completed diversity form (available for download from our microsite).**

**Closing date for application: Sunday 9th August at 12pm.**

**Final stage interviews will be held in person in August (w/c 24th or 31st TBC).**

Broadacres is an equal opportunities and Disability Confident employer. We welcome applications from all sections of the community and particularly encourage interest from people who are underrepresented within the organisation.

Broadacres is committed to promoting equality, recognising and responding to diversity, and creating an environment where customers, colleagues and Board members can flourish by being themselves. Candidates will be considered fairly and without discrimination, irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

If you need any adjustments or support at any stage of the recruitment process, please let us know.