



ALLCROFT ASSOCIATES
EXECUTIVE SEARCH

Executive Director of Transformation 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 long history of providing homes and services that make a real difference to people's lives 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 is 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.

It's an exciting time at Broadacres. We're already providing good homes and services. But we have a clear ambition to do more. We want to play our part in the success of North Yorkshire - providing more homes for people who need them and improving services and outcomes for customers and communities. As we look to the future, we recognise that we need to strengthen the way we work, improve value for money, make better use of data and technology and build momentum and confidence in our organisational transformation.

This appointment will be central to helping us achieve our ambitions. The Executive Director of Transformation will lead a significant programme of organisational change, working closely with me, the Executive Team and the Board to bring focus, energy and robust governance to our transformation priorities.

This is not transformation for its own sake. It is about making Broadacres a stronger, more joined-up and more capable organisation, so that we can continue to deliver for our customers and communities now and in the future. The work will require clarity, pace and challenge, but it will also require empathy, collaboration and a genuine commitment to bringing colleagues with us.

We are looking for people who combine technical credibility with strong values and a pragmatic approach to leading and enabling change in organisations. You will need to be comfortable operating with senior stakeholders, confident working across organisational boundaries and motivated by the opportunity to make a visible difference in a purpose-driven housing association. Most importantly, you will understand that successful transformation is ultimately about people – our colleagues, customers, partners and wider communities.

Broadacres is an organisation with real ambition, an important local role and a strong connection to the rural communities we serve. If you are excited by the opportunity to help shape our next chapter we would be delighted to hear from you.

Claire

Broadacres

About Broadacres

Our Compass



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 7,000 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 struggling. Many schools, businesses and public transport services struggle to remain viable as many 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

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 four main workstreams are:

Financial

- Connecting financial performance with service delivery and customer outcomes.
- Supporting delivery of value for money.

Service delivery

- Testing whether Broadacres is delivering what customers need.
- Improving efficiency, effectiveness and value for money.
- Creating better end-to-end customer journeys.
- Supporting clearer accountability for service outcomes.

Culture

- Refreshing our values and behaviours.
- Supporting colleague engagement and co-creation.
- Building ownership and accountability across the organisation.
- Equipping colleagues with the tools, skills and confidence to embrace change.

Digital

- Accelerating the digital agenda.
- Developing a clear digital roadmap for the medium term.
- Improving systems integration, technology-enabled service delivery and data and insight to drive high performance.
- Ensuring digital transformation means that technology is an enabler rather than just an IT function.

Key priorities

- Establishing programme governance, reporting, milestones and accountability.
- Working directly with the Chief Executive, Executive Team, Board and Transformation Programme Steering Group.
- Bringing programme and project management structure and discipline.
- Building confidence with the Board around pace and progress.
- Supporting cultural change and colleague engagement.
- Working closely with the Assistant Director Digital & Technology to ensure digital is embedded in the wider programme.
- Helping Broadacres become more efficient and effective through deep and thoughtful transformational change.

Role Profile

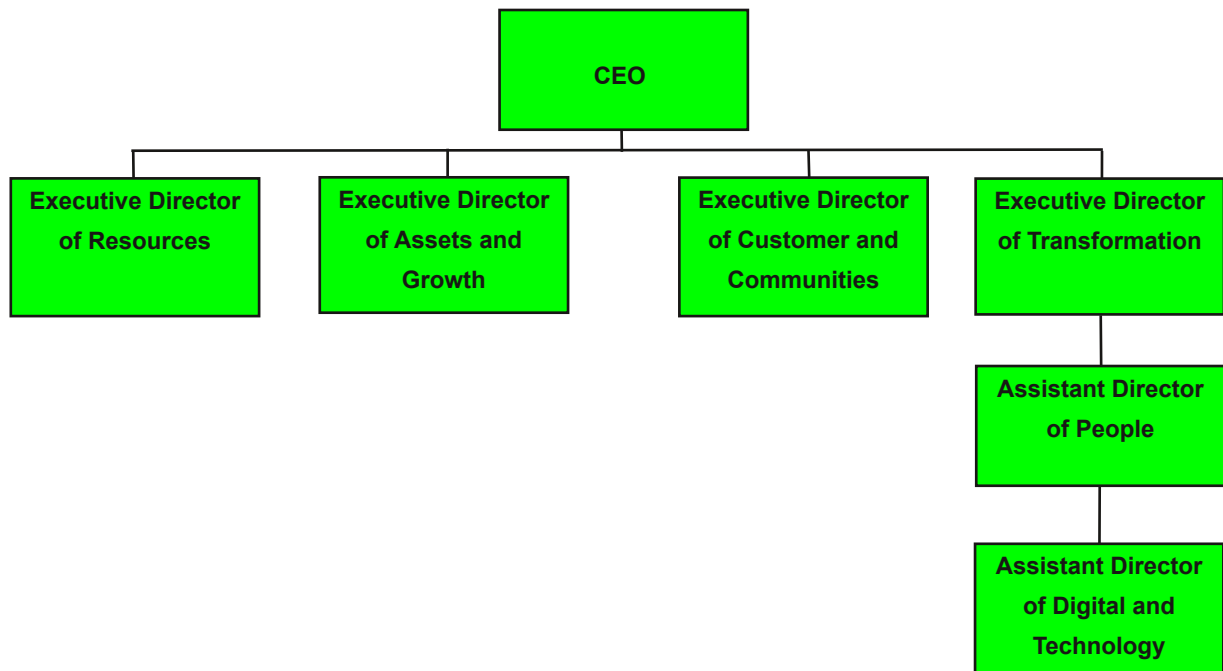
Team - Executive Team

Direct team responsibility - c40

Budget responsibility - £0.5m/3% cost saving pa

Role Purpose

The Executive Director of Transformation will lead Broadacres' strategic organisational transformation programme, being accountable for its success across four workstreams: financial, service delivery, culture and digital. The role will ensure that Broadacres' strategic ambitions are translated into measurable improvements in performance, culture, services and impact for customers and colleagues. The role will also provide visible leadership across People and Culture, Digital and Technology, Transformation Programme delivery, Policy Insight, Strategic Communications, customer and internal communications, and Equality, Diversity and Inclusion. These enabling functions will need to support the organisation effectively in achieving its goals.



Strategic Leadership

- With Broadacres' Board and Executive Team, contribute to the development of the next corporate strategy, ensuring the customer voice is reflected throughout.
- Lead the development and implementation of Broadacres' Transformation Programme ensuring it delivers change aligned to our strategic objectives.
- Provide leadership of the Transformation Programme, supported by evidence-based business cases, sound financial analysis, robust programme management and resource planning.
- Ensure benefits realisation is clearly defined, tracked and achieved.
- Oversee the development of our digital strategy, ensuring alignment with customer needs, automation opportunities and data-driven decision-making.
- Lead the development of a high-performing, inclusive and values-driven organisational culture.

Role Profile

- Oversee people strategy, including workforce planning, organisational development, leadership development and colleague experience.
- Ensure governance arrangements across all delivery, transformation and change programmes and projects are strong, risk based, transparent and support delivery of the corporate strategy and plan.
- Ensure the organisation's shape, design and development support effective cultural change, capacity and high-quality performance.
- Oversee strategic, customer and internal communications to ensure clear, consistent messaging.
- Provide strategic leadership for the organisation's EDI strategy and delivery.
- Champion inclusive leadership and ensure compliance with equality legislation and regulatory expectations.

What does success look like?

The role holder will be a full and active member of the Executive Team, shaping organisational strategy, priorities and decision-making. They provide visible, values led leadership across Broadacres, modelling inclusive and collaborative behaviours. They provide assurance to the Chief Executive, Board and Committees on transformation progress, risk and benefits realisation.

Operational Delivery and Impact

- Lead the strategic management and development of People and Culture, Organisational Design, Digital and ICT, Transformation Programme delivery, Policy Insight, Strategic Communications and Equality, Diversity and Inclusion services to ensure high quality services and the best possible outcomes for customers.
- Develop and implement the overall Transformation Strategy for Broadacres, ensuring alignment with corporate objectives, customer priorities and regulatory expectations.
- Introduce and lead a Project Management Framework and ensure effective functioning of a Programme Board to deliver transformation projects and budgets.
- Ensure robust cyber security, system resilience and ICT governance arrangements are in place.
- Develop and sustain the refreshed Broadacres culture framework including the activation plan so that the new values and behaviours are well understood, owned and embedded through co-creation and activation with colleagues and leading to a customer-centric services.
- Ensure People practices enable attraction, retention, wellbeing and performance of colleagues.
- Embed professional standards and our culture framework across Broadacres.
- Act as a key advisor to the CEO and Executive Team on organisational design, capability and future operating models.
- Translate external policy and regulatory changes into organisational implications and strategic responses.
- Ensure equality, diversity and inclusion are embedded across all aspects of organisational design, service delivery and colleague experience.

What does success look like?

A clear and coherent transformation narrative will be understood across the organisation, linking the corporate strategy, Firm Foundations, people, digital, policy and culture into a single, compelling direction of travel. Our long-term thinking shapes short-term decisions, with transformation priorities clearly aligned to future regulatory requirements, sector trends, customer expectations and financial sustainability.

Leadership and People Management

- Provide inspirational, values-based and visible leadership and support to all direct reports and wider teams, role modelling an authentic leadership style with vision and drive which inspires and motivates colleagues.

Role Profile

- Actively lead the transformational change programme within the transformation directorate and across the organisation to create a high-performing, supportive culture of continuous improvement based on a customer-centric, one-team philosophy.
- Embed agile and digital working practices across the directorate to support efficient and effective services, that provide value for money and encourage innovation in all aspects of customer services.

What does success look like?

A visible and present leader who actively role models leading innovation and improvement, empowering colleagues to innovate and improve services whilst delivering value for money for customers.

Governance, Risk and Financial Management

- Oversee the transformation programme budget, benefits realisation and directorate revenue budgets, ensuring they are delivered in line with the corporate and financial one and five-year plans.
- Lead the embedding of VFM in all services activities, supporting and empowering teams to deliver innovative, cost effective and efficient solutions for frontline service delivery.
- Identify and manage risks with the transformation programme and within the directorate supporting broader risk management activities across Broadacres. Ensure that all decisions are made within the risk assessment framework.
- Ensure compliance with key policies and procedures such as health and safety, safeguarding, equality diversity and inclusion, GDPR, Code of Conduct and all other statutory requirements that are routinely checked for compliance.

What does success look like?

The transformation programme is achieved in line with the financial plan, delivering the identified benefits. It is well governed through the transformation programme board, chaired by this role, with strong programme controls, and effective assurance and reporting to Executive Team and Board. Financial and delivery risks are identified early and actively managed, with clear mitigation plans and escalation where risk appetite may be exceeded. Board and regulatory confidence are strengthened by clear oversight of successful programme delivery through effective management of risk, benefits realisation and value for money.

Stakeholder and Relationship management

- Build and maintain positive, effective relationships with stakeholders to ensure engagement and successful delivery of change.
- Develop and manage effective relationships with the Board, Executive Team, Senior Leadership Team and colleagues, ensuring there is a clear, credible and consistent transformation narrative that links Firm Foundations to purpose, values and outcomes.
- Develop external relationships that will strengthen Broadacres influence and reputation, ensuring that the transformation programme delivers positive reputational benefits.
- To represent Broadacres effectively on outside bodies as required, championing the rural housing agenda and our work to sustain rural communities.

What does success look like?

All stakeholder groups understand the transformation narrative and feel informed, listened to and engaged with high levels of trust and confidence that the programme will be delivered and that there is visible alignment between words and action. Communications actively drive and embed change, supporting behaviour shifts, navigating uncertainty, and maintaining momentum during complex, high-pressure delivery periods.

Performance Management

- Build, develop and coach high performing teams to create a strong performance culture and commitment to customer experience and satisfaction.

Role Profile

- Agree and drive performance against Board, Committee and Compliance Key Performance Indicators (KPIs) and ensure the delivery of high-quality customer centric services.
- Actively seek out diverse customer voices and feedback, using it to influence strategy and delivery plans.

What does success look like?

Engaged colleagues and teams delivering high performance across the directorate and consistently delivering against KPIs. Colleagues and teams are empowered to continuously improve services in light of customer engagement and feedback.

General

- To be a visible senior leader at Broadacres. This means:
- Being regularly present in the office, which includes demonstrable attendance and involvement in organisation wide meetings and colleague meetings, providing leadership on corporate matters beyond own area of functional responsibility.
- Attendance at executive and senior leadership team (SLT) meetings contributing to the wider leadership of Broadacres.
- To champion EDI and act as a role model for inclusive leadership for colleagues and customers.
- To oversee all aspects of people management responsibilities for your areas of responsibility to develop and lead high performing teams. Ensure that Broadacres corporate goals (golden thread) and values and behaviours are embedded in the performance of teams.
- To effectively manage financial (budgets) and colleague resources to deliver value for money in all aspects of operations within your areas of responsibility.
- To ensure all work undertaken and services provided are compliant with data protection legislation.
- To be responsible for risk management across all areas of responsibility including specific risks pertaining to your operational areas of responsibility as well as H&S, financial, people and data risks and ensure that actions and decisions are made in line with risk management framework.
- Undertake such other duties as may from time to time be allocated to the post holder commensurate with the responsibilities of the post.

What does success look like?

An effective and visible senior leader and role model. The role holder fully embraces the corporate strategy, plan, values and behaviours, regularly communicates Broadacres' corporate and transformational performance and progress, and ensures that operational processes and practices are complied with. They inspire and motivate colleagues so that they can play their part in ensuring Broadacres is a high-performing organisation.



Person Specification

Experience

- Executive or Director-level leadership experience leading complex organisational change.
- Proven track record of leading and delivering large-scale transformation programmes with measurable outcomes.
- Leadership experience across People, Culture, OD and Change Management.
- Experience overseeing Digital and ICT transformation at a strategic level.
- Extensive experience of reporting to and directly working with a non-executive board.
- Significant leadership experience in the public or not for profit sector, in an organisation with complexity similar to that of Broadacres.
- Substantial track record of financial leadership.
- Substantial experience in leading cultural change programmes.

Skills

- Strong programme and project management expertise with a track record of delivering successful programmes of change.
- Strong leadership skills to inspire, guide, and develop colleagues, fostering a positive and productive organisational culture.
- Ability to lead and implement significant change initiatives by effectively engaging a diverse group of stakeholders to achieve optimal outcomes.
- A confident and credible leader, with a strong commitment to genuine collaboration across the Executive Team and with wider stakeholders.
- A strong commitment to equality and diversity promoting inclusive practices and seeking equitable outcomes for all.
- Strong political awareness, with an understanding of the impact of political dynamics on organisational objectives and the ability to use this insight to navigate complex environments.
- A clear commitment to social purpose, with the ability to align organisational goals with community wellbeing and social responsibility.
- Ability to effectively engage with a variety of stakeholders, including the Board and non-executive directors, to align interests and ensure organisational support.
- Influencing and negotiation skills - skilfully navigating discussions to find common ground, resolve conflicts, and reach mutually beneficial agreements.
- Ability to encourage a culture of creativity and innovation that drives new ideas and initiatives to enhance the organisation's offer and reputation.
- Demonstrates a strong commitment to continuing professional development, keeping up to date with sector trends and applying new knowledge to improve performance.
- Excellent decision-making skills, with the ability to synthesise a wide range of information and perspectives, arrive at sound conclusions and ensure decisions align with strategic objectives.
- Skills in building and maintaining relationships with key stakeholders, including colleagues, customers, Board members, investors, and community leaders.
- Excellent verbal and written communication skills to effectively convey ideas, represent the organisation, and engage with stakeholders.

Knowledge

- Knowledge of the regulatory and legal frameworks within which Broadacres operates.
- A comprehensive knowledge of good governance principles, including transparency, accountability, and ethical decision-making.
- Knowledge of risk management frameworks to identify potential risks and opportunities.
- Knowledge of organisational operations and processes to improve efficiency and effectiveness across various functions.

Person Specification

- Knowledge of financial principles, including budgeting, forecasting, and financial management to ensure organisational fiscal health.
- Understanding of the social housing sector and its operating environment is desirable rather than essential.

Essential

- Maintaining leadership visibility and an accessible leadership presence is a key requirement of the role.
- Role holders will work flexibly, balancing home working with regular presence across Broadacres' portfolio, typically 2-3 days per week.
- Willing and able to work outside normal office hours, including attendance at evening meetings.
- Current driving licence.

Qualifications

- Educated to degree level, or equivalent through relevant training and experience.
- Professional qualification in programme/project management leadership, change, OD, digital, HR.
- Evidence of continuous professional development.

Package

- Fixed Term contract of up to two years.
- Salary: £124,525.
- 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 T: 07783 701 922



Applications should be made by email to 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 applications: 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.