



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 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.

This appointment will be central to that next stage. 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 structure, discipline and momentum 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 practical understanding of how change happens in complex 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.

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 shape our next chapter, strengthen our foundations and support better outcomes for customers across North Yorkshire, we would very much welcome your interest.

Claire Townson

Broadacres

About Broadacres

At the heart of everything we do is our mission:

Great people, providing great homes and great customer experiences across our rural communities.

‘To be the Best Rural Housing Association in the country.’

Established in 1993 as a stock transfer from Hambleton District Council, we now own and manage over 6,600 homes across the whole of North Yorkshire. We provide homes for rent and low-cost home ownership including shared ownership. Our rental homes are a mixture of flats and houses, ranging from one to four bedrooms. We also have a range of accommodation designed to sit alongside support services. This includes extra care schemes, supported living, a women’s refuge, young homelessness accommodation, a scheme for those with dependency needs, services for people with learning disabilities and mental health issues. We deliver most of our services in-house and where we need additional specialist services, we try to use local contractors. In a typical year we will spend £40m, which makes us a significant contributor to the local economy.

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

We are an ambitious organisation that has moved from a customer-service model to a customer-experience model, embracing the digital agenda while ensuring customers can still choose how they contact us. Being able to talk to or meet one of our colleagues in person when you have a problem is hugely valued by our customers and something we will continue to do.



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'



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, communities, and small towns. The housing market has continued to change, with house prices increasing significantly and the availability of rental homes declining, partly because of second homes and holiday lets. This has seen affordability decline further and the demand for local social housing increase.

In rural areas, house prices are 36% higher than in urban areas (excluding London). There has been a 61% reduction in the number of houses to rent post-pandemic. Rent takes up 47% of household income in rural areas compared with 43% in urban. The fuel poverty gap is almost twice as high (£501 [rural] vs £223 [urban]). Average transport costs are £113.90 per week in rural areas (urban is £76.20).

Never has affordable, safe and warm housing been needed more...

This is not only our purpose, but the purpose of the sector as described by the National Housing Federation (NHF):

- To provide homes that are affordable to people in housing need.
- To provide safe, good quality homes and services.
- To offer services that enable residents to live well.
- To play our part in building successful places where people want to live.

In our corporate strategy, we describe how we will play our part for our customers, and our communities. This means building 1,000 new homes, investing in our existing homes and in the services that support our customers, and being a partner of choice in the region.



About Broadacres




Our Values:



RESPECT

We work together in our different roles to achieve our vision to be the Best Rural Housing Association in the country.

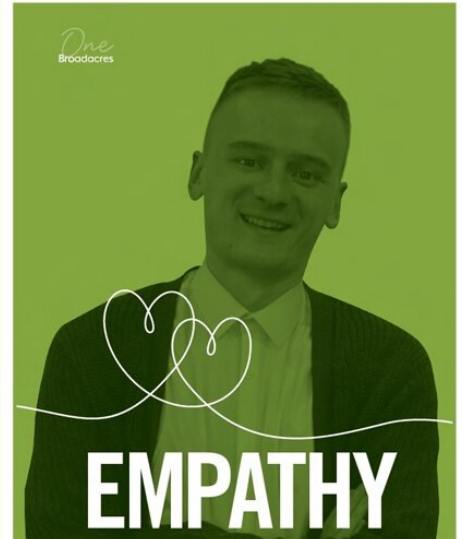
- We listen
- We respond
- We work together



PASSION

We are motivated by the work we do and the people we work with to do our best.

- We are creative
- We are proud
- We strive for better



EMPATHY

We take time to listen to others and understand their point of view.

- We care
- We are aware of our impact
- We recognise effort





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 operations

- Connect financial performance with service delivery and customer outcomes.
- Support delivery of value for money.

Service delivery

- Test whether Broadacres is delivering what customers need.
- Improve efficiency, effectiveness and value for money.
- Create better end-to-end customer journeys.
- Support clearer accountability for service outcomes.

Culture

- Refresh our values and behaviours.
- Support colleague engagement and co-creation.
- Build ownership and accountability across the organisation.
- Recognise that change will be unsettling for some colleagues.

Digital

- Accelerate the digital agenda.
- Move beyond the basics of Salesforce implementation.
- Develop a clearer digital roadmap.
- Improve systems integration, data and technology-enabled service delivery.
- Help colleagues see technology as an enabler rather than just an IT function.

Key priorities

- Establish programme governance, reporting, milestones and accountability.
- Work directly with the Chief Executive, Executive Team, Board and Transformation Programme Steering Group.
- Bring programme and project management structure and discipline.
- Build confidence with the Board around pace, grip and progress.
- Support cultural change and colleague engagement.
- Work closely with the Assistant Director Digital & Technology to ensure digital is embedded in the wider programme.
- Help Broadacres become more efficient, effective and better value for money.

Role Profile

Team - Executive Team

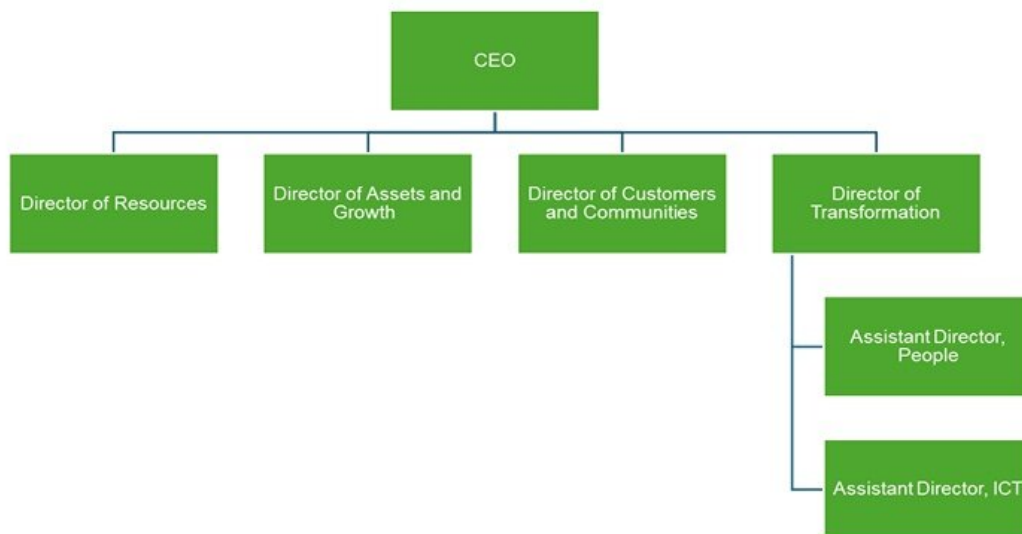
Direct team responsibility - c40

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

Role Purpose

The Director of Transformation will work closely with their Executive Team colleagues, the Chief Executive and Broadacres Board to provide strategic leadership to the organisation, including contributing to the development and delivery of the corporate strategy and plan and promoting a positive organisational culture and values.

The Director of Transformation will lead Broadacres' strategic organisational transformation programme, being accountable for its success across four workstreams - value for money/financial, service delivery/operational, cultural 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 application: Thursday 6th 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.