

The logo for Broadland Housing Group, consisting of a solid red square with the text "BROADLAND HOUSING GROUP" in white, uppercase, sans-serif font centered within it.

**BROADLAND
HOUSING GROUP**

Recruitment pack

Executive Housing Director

March 2018

A large, abstract graphic on the right side of the page, composed of several overlapping, semi-transparent shapes in various shades of blue, ranging from light sky blue to a deep cerulean. The shapes create a sense of movement and depth, starting from the bottom left and extending towards the top right.

Your application

Dear applicant

Thank you very much for your interest in this post. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role and detailing how you are a good candidate for this post.

Please use the competency statements (1 to 4, on pages 10-11) and the person specification (on page 12) to tell us how you fulfil the role requirements – we recommend that this is no longer than three pages;

- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

Please note that applications can only be considered if all the documentation is complete. Please send your application, preferably in MS Word or PDF format by email to: broadland@campbelltickell.com.

Applications must be received by Tuesday 3rd April 2018, 12 noon.

Please ensure we receive your application in good time. If you do not receive confirmation of receipt within 24 hours of sending, please call us on 020 3434 0990. It helps if you refer to the role/organisation in the header and use a secure email address from which to send your application, to avoid it being treated as spam.

Do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07944 411484 or 020 3434 0990.

Kind regards



Mark Glinwood
Senior Recruitment Associate

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Welcome to Broadland

Broadland has been around for 55 years and sadly we are still tackling all too familiar issues with a rising demand for affordable housing. Our neighbourhoods have a significant shortfall of affordable housing, with increasing numbers being priced out of the market. Our responsibility to build more affordable homes is a key priority and we are now targeting a growth rate of 3% per annum. We already have 120 homes on site and are just about to start the construction of a landmark scheme adjacent to our offices in Norwich, which will include 197 rented apartments.

Our new Executive Housing Director will take the lead in ensuring we manage the tenancies for those new and all our existing and future homes with care and efficiency. But we see our offer as being broader than just bricks and mortar – supporting people and tackling difficult issues. Whether that is tackling fuel poverty or improving digital access; supporting national campaigns challenging stereotyping of our tenants, as well as campaigning on homelessness issues – in this role you get to influence and make a meaningful and positive impact on people’s lives.

You will be joining a cohesive executive group, where team work is an essential feature and inheriting a great staff team. They are creative and passionate about what they do, and your leadership will need to further foster that. Broadland provides good housing services, so your challenge will be to demonstrate how you can add value.

We anticipate that you will be a housing professional, one who is also interested in continuing professional development for you and your team, as we place a high value on that. You may be looking for your first director role or already working at that level. You will be joining an organisation with a strong sense of team and shared purpose.

Norfolk is a great place to live – we have a vibrant historic city, beautiful countryside and glorious beaches. While “place” is a great reason to consider applying for this role, I think you must also be motivated because you know that this is an opportunity to make a real difference; to help us ensure that we and our communities maximise our potential; and to join us in imagining further possibilities.

I hope I have given you a flavour of who we are and what we can offer. Read on to find out more, take a look at our website and ask around and see what others have to say about Broadland too – we are confident you will hear good things.

Best wishes

Michael Newey,
Group Chief Executive



About Broadland

Formed in 1963 by a group of local business people, Broadland has been building and managing homes for over 50 years. We are proud of what we have achieved, particularly the high standard of our properties and the support we offer our tenants.

Our organisational purpose is to help people in housing need access high quality homes in Norfolk and North Suffolk.

We now provide more than 5,000 homes offering a range of affordable housing solutions that include rent and home ownership options. We remain committed to helping people on low incomes access high quality, well-managed and well-maintained homes that include family homes, modern apartments, sheltered housing and housing with care.

Our current corporate strategy (2016-19) explains what we aim to achieve. We also have values and ground rules that govern how we will do things, and these include the following:

- We listen to our customers and stakeholders and focus on understanding the aspirations of our tenants and people in housing need within our communities
- Fairness is important to us and we will always be intolerant of any form of discrimination against colleagues and customers
- Our staff are the lifeblood of the organisation and we are committed to supporting them to achieve fantastic results
- We work in partnerships with others to help low income families and individuals access high quality homes
- We will use our resources wisely, to maximise the return (social and financial) to our communities and the value for money of our activities
- We will all work in a professional, trustworthy and reliable way
- We will seek to minimise the impact of our activities on the environment



Our current priorities are to:

- Provide fit for purpose local housing and asset management services
- Help our tenants sustain their tenancies
- Reduce fuel poverty amongst our tenants
- Involve our residents in shaping the services we provide
- Build up to 600 new homes for rent and low-cost home ownership and up to 200 new homes for sale over the next 4 years
- Ensure that we provide excellent value for money and maintain a focus on minimising increases in our operating costs
- Develop digital services that benefit our customers and drive efficiencies in the business



Our executive team

Michael Newey – Group Chief Executive

Michael joined as GCE in May 2003 and chairs Broadland St Benedicts and Broadland Development Services. He has worked in the affordable housing sector since 1997, having previously been in consultancy in London with Richard Ellis and Savills. He is a Fellow of both RICS and CIH and was the Global President of RICS in 2013/14, having held a range of governance roles at RICS. He is currently a Member of the RICS Global Regulatory Board. He is also: a Visiting Fellow and Chair of the Real Estate and Land Management Advisory Board at the Royal Agricultural University; Chair of the Surveying Professional Advisory Board at Portsmouth University; and Chair of the Theatre Royal (Norwich) Trust.



Andrew Savage – Executive Development Director

Andrew's combined experience in residential/commercial property sales and development spans 20 years and he joined Broadland in 2003. Since 2005 he has been responsible for continuing to look at ways of developing affordable housing. Now responsible at executive level for growth and new business at Broadland, Andrew ensures the delivery of our ambitious development programme. He is also a Board member of Broadland Development Services.

Louise Archer – Executive Property Director

Joining Broadland in 2007, Louise was appointed to her current role in July 2011. She began her career in property at Great Yarmouth Borough Council, gaining her first surveying qualification. She went on to gain further experience with RG Carter Building and Davis Langdon. Louise was until recently, Chair of the RICS East of England Regional Board and was elected to RICS Governing Council in November 2017. She is also a CIH member. Louise is passionate about sustainability and is also a trustee for the Commonwealth Housing Trust.



Julian Foster – Executive Finance Director

Julian has worked in four different growing housing association groups at finance director level over the last 20 years, after previously working in investment banking. During his career he has raised over £550 million of new finance for three different housing providers, leading on a number of funding innovations. Julian has been a member (2010-2015) of the NHF Financial Policy Advisory Group. At Broadland he oversees the finance function, including funding, procurement, risk and business performance. He is on the board of Broadland Development Services and Broadland St Benedicts.

Our Board team

Chris Ewbank - Chair

Chris Ewbank joined the Board in April 2017 and took up the Chair post in September. He is the Chief Financial Officer/Senior Bursar of St John's College, Cambridge, responsible for the college's £525 million endowment, human resources, strategic planning, governance, regulatory compliance and fundraising. Prior to that Chris was Chief Operating Officer of Rothschild's Asian Investment banking in Hong Kong, having joined Rothschild in 2000. Previously, he was an investment banker for Schroders in London, Singapore and New York. He is a qualified solicitor and holds an MBA from INSEAD.



Helen Skoyles

Helen is a qualified housing professional and CIH member. She has worked in various Local Authority and housing associations in the South East region and was previously a Board Member at Wherry HA – and as such offers extensive knowledge of the affordable housing sector. Helen currently works in the finance department at a large Norwich High School. She is also a member of Fairhaven Primary School PTA, and a member of the Broadland St Benedict's board.

Jon Barber

Jon is currently a Director with a local NHS Trust where he is responsible for the transformation of hospital services and developing new health and social care models of care across Norfolk and Waveney. Previously, Jon has held senior management roles in local and national government. He also works as a public-sector consultant, working with the Council of Europe, and central and local government organisations in several Eastern European countries. Jon is Chair of the Audit & Risk Committee and a member of Remuneration & Membership Committee.



Samantha England

Samantha England has spent most of her career in the field of health and social care, including roles at Leaf Care Services, the YMCA, Better Health Care, and Norfolk Eating Disorders. She is a member of the Patient and Participant Group for her local GP surgery and is also a member of the Independent Advisory Group and Chair of the Ethics Committee for Norfolk Constabulary. Currently Samantha is the Health and Social Care Assessor for NVQs at Babington Business College, Derby, winning the Babington Best award for her achievements in the college in March 2017. She became a tenant Board member in April 2017.

Simon Hibberd

Simon Hibberd was a GP in Norfolk for almost 30 years, championing collaborative working across health and social services. In 2004, before they became widespread, Simon set up patient representation groups at his practice. In 2009, he set up Breckland Care at Home, a CIC, to bridge the gap with primary care and support vulnerable local people. His GP practice leadership was recognised twice by the Royal College of General Practice in 2004 and 2012. Until 2017 Simon was Chair of Members of South Norfolk CCG.



Kate Slack

Kate Slack joined Broadland in 2011 as a tenant Board member, becoming an independent member in 2012. She is currently studying for a PhD in Politics at the University of East Anglia, where she specialises in women, motherhood, and their relationship to the state. Kate has a particular interest in environmental issues and sustainable development in housing.

Paul Slyfield

Paul has had a varied career, within private industry and not-for-profit organisations. He worked at director level with Thyssen Krupp Mannex and more recently with NORCAS, where he was Finance Director. Paul currently runs his own accountancy services business and is also a FD at Independence Matters, a CIC. His decision to run his own accountancy business and his voluntary sector interests have given Paul an opportunity to support a range of local social enterprises.



Gavin Tempest

Gavin Tempest spent the first 30 years of his career working as a Police Officer. He worked as a Chief Inspector, Head of Community Safety in Norfolk, specialising in partnership working and operations management. Gavin has a long track record bringing together housing-sector specific and non-housing related community agencies, helping to tackle broader local community issues through collaboration. He won a prestigious Home Office Tilley Award for partnership problem solving alcohol-related crime and disorder, and he has been part of national and local influence on policing responses to licensing, street prostitution and anti-social behaviour. He is Chair of Broadland Meridian Limited.

Job description

Reports to: Chief Executive

Line manages: x2 Senior Housing Managers

Job purpose:

Executive post responsible for the delivery of high quality housing management services, including tenancy support and estate services, within Broadland Housing Association.

Reporting to the Chief Executive and accountable to the Board with specific responsibility for the effective management and delivery of housing management services, including lettings, neighbourhood management, rent and arrears collection, tenancy support, estate services and tenant engagement.

Responsibilities (accountability)

Working collegiately with the Chief Executive and Executive colleagues and making a proactive positive contribution to the development of the Corporate Strategy and the delivery of the Group’s approved strategic objectives.

Leading: -

- The proactive cost effective and efficient tenancy management of the Group’s housing portfolio.
- The provision of a fit for purpose tenancy support function to support tenants and help them sustain their tenancies.
- The delivery of cost effective and efficient estate services in order to ensure that communal areas surrounding our properties are well maintained.
- Partnership working with local authorities and other statutory bodies as may be required in order to deliver high quality services to our tenants, potential tenants and the communities we work in.

In addition:

- Using your own professional and technical knowledge to the best advantage of the Group in delivering agreed strategic and operational priorities.
- Managing your agreed revenue and capital budgets effectively.
- Working within the Leadership Group, to assist with the development of the 30-year business plan, including financial projections, and to contribute to the stress testing of the business.
- Taking collective responsibility with other Executive colleagues for operational performance across the Group and actively supporting and assisting in any required initiatives to improve performance to meet agreed targets.

- Working with Executive and Senior Management colleagues to ensure effective management and delivery of tenant engagement, sustainability and value for money – in line with the Group strategy.
- Working with the Board to ensure good governance within the Group.
- Helping to ensure that all the activities undertaken within the Group are compliant with any applicable regulations.
- Any other duties that may be reasonably required that are commensurate with being a member of the Group's Executive Team.

Competency requirements:

1. Knowledge

- Knowledge of up to date thinking on organisational leadership, strategic management, strategy development and people management in corporate environments.
- A comprehensive understanding and specialised professional knowledge of housing and tenancy management practice, legislation and regulation.

2. Mental skills

- A strategic thinker who has the capability to develop and define strategies and contribute to the alignment of priorities across the Group.
- Capable of recognising interconnections across the whole business and the need to deliver prioritised strategic objectives through cohesive cooperation and collaboration with other executive and management colleagues.
- Skilled in complex resource allocation, including people and finances, to deliver the Group's strategic and operational priorities.

3. Communication and interpersonal skills

- Highly developed skills with the ability to communicate effectively on a one to one basis; with small and medium sized groups; to board and committee meetings; and to large audiences in conference style environments, including formal and informal presentations.
- Ability to write and present concise high-quality reports for Boards, Committees and other meetings.
- An effective ambassador internally and externally on behalf of the Group with tenants, staff, board members and stakeholders at a local, regional and national level, including policy makers and regulators.
- Strong collaborative skills to ensure effective positive relationships with executive and senior management colleagues.

4. Initiative and independence

- Leading, managing and inspiring your own directorate team and more broadly other employees regarding the mission and vision of the Group and specifically to where your directorate fits into the bigger picture.
- Responsible for setting and meeting challenging goals and objectives for yourself and the employees within your directorate to help ensure that the Group meets our strategic objectives and priorities.
- Taking responsibility for yourself in terms of the delivery of your strategic and operational priorities; personal learning and development; and fulfilling the needs of the role, whether specifically defined in this job description or not.
- Ensuring compliance with approved policies and procedures within the Group.

5. Special features

- Flexibility in out of hours working, as business needs dictate.
- The post holder must keep up to date with sector developments.
- Will need to travel throughout the UK, including remote parts of our operational area.
- All professional CPD, corporate or job specific training required by the Group as part of your job, is considered mandatory.
- Duty to ensure your own health and safety at work and that of your colleagues and to co-operate with the Group in order for it to fulfil its legal obligations.
- Promotion of equality and diversity.

Person specification

Essential criteria

Essential qualifications

- Educated to degree level
- Chartered Membership of the Chartered Institute of Housing

Essential experience

- 7 years post professional qualification experience
- 5 years in a senior management position operating at a strategic level
- Relevant experience of working for another social landlord
- Proven experience of significant budgetary management and planning
- Demonstrable experience of communication at all levels

Desirable criteria

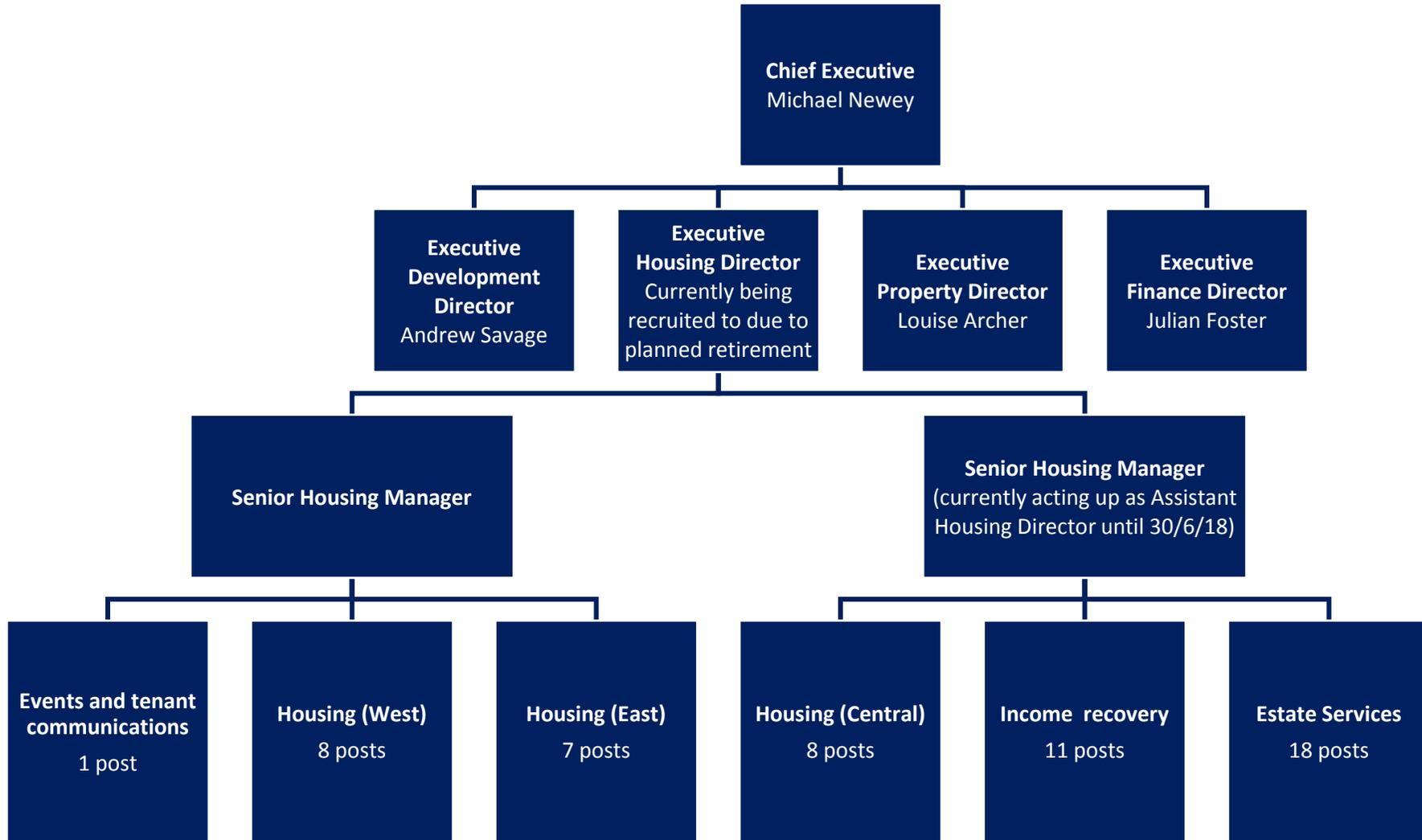
Desirable experience

- Relevant experience of working for an institutional landlord or property company with similar responsibilities

Desirable knowledge/training

- Up to date knowledge in specialisms relevant to tenancy support, such as mental health awareness, budgeting, and benefits

Organisational structure



Principal terms and conditions

Remuneration package:

The salary for the role is circa £86,000 depending upon experience.

The post is also eligible for a 10% car allowance; private medical scheme; permanent health insurance; and life insurance

Broadland currently operates three pension schemes within SHPS. We can supply further details as needed but employer contribution ranges from 4.7; 4.9; and 6%, for employee contributions from 10.4-12.4; 3.7; and 3% respectively.

Broadland will be happy to discuss the reimbursement of appropriate relocation costs.

Annual leave:

The annual leave entitlement is 30 days, plus public and bank holidays, increasing by 1 day per year of service up to a maximum of 32 days.

Location:

The head office is based at Norwich City Football Club, South Stand, Carrow Road, Norwich, NR1 1HU

The office is a short walk from Norwich railway station and there is free car parking on site.

Regular regional and occasional national travel is expected in line with the requirements of the role.

Hours of work:

Usual office hours are 37 per week, from Monday to Friday. However, this is a leadership role and as such flexibility is expected in fulfilling role requirements. This will include evening work and occasional weekends too.

Probation and notice periods:

Confirmation of employment is subject to satisfactory completion of a six-month probationary period.

The contractual period of notice is four calendar months on either side.

Key dates and the selection process

Closing date:

Tuesday 3rd April 2018, at 12 noon.

We will be in touch from Monday 9th April to let you know the outcome of your application.

First interviews:

Tuesday 17th April 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel. On the same day there will be a meeting with Michael Newey for a separate discussion session.

Interviews will be held in central London.

Testing:

From Wednesday 18th April 2018

Shortlisted candidates will be asked by Broadland to complete an on-line psychometric assessment on leadership style and approach.

Final stage selection:

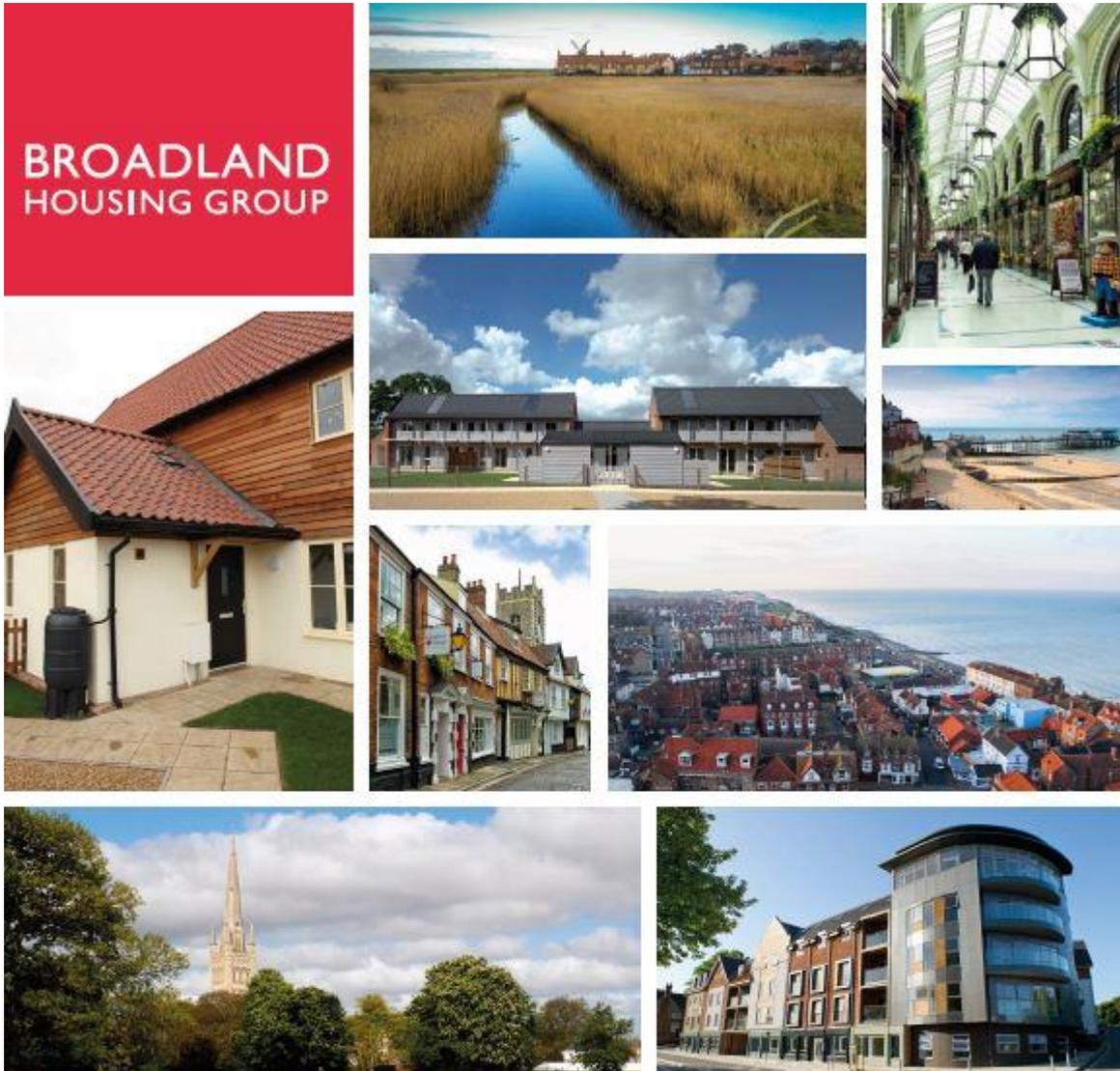
Tuesday 1st May 2018

There will be an opportunity to meet with Board members, Executive, and selection of residents. We will be starting mid-to late afternoon.

Wednesday 2nd May 2018

Candidates will be asked to deliver a prepared presentation to the selection panel, and this will be followed by an interview.

Media advertisement



Executive Housing Director

Norwich / circa £85k per annum (plus benefits)

Broadland Housing is a forward thinking and leading independent affordable housing provider in Norfolk and North Suffolk.

We are looking for a creative housing professional who measures their contribution through the eyes of the 'customer'; and their leadership impact through the talent of their team.

You will have a senior track record in managing residential homes that

demonstrates responsiveness, versatility and creativity. Bringing a strong appreciation of the challenges and opportunities for our tenants and their communities, you will have empathy and solutions for how we can continue to make a meaningful and positive impact on people's lives.

At Broadland we care about what we do and take great pride in what we can accomplish by working well with others. We are a supportive team that has clear

purpose, with an instinct to collaborate. If this sounds like your kind of working environment, then visit www.campbelltickell.com/jobs to get further details. You can also speak to Mark Glinwood on 07944 411484 or 020 3434 0990.

Closing: Tuesday 3rd April 2018 at 12 noon





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