

# recruitment pack

distinctive/people  
HR & OD CONSULTANCY

Executive Director of Culture, Technology and Transformation

July 2024

believe  
housing

we believe in life  
without barriers

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# 3. your application

**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 your application.

## how to apply:

(Please note that applications can only be considered if all the documentation is complete).

### read the pack carefully

Before doing anything, make sure you know what we are about and what the role involves.

### send us your up-to-date CV

But make sure it's no longer than three pages.

### equal opportunities monitoring form

Completion of [this form](#) is mandatory. This is requested for monitoring purposes in line with our commitment to equality and diversity.

### candidate declaration form

[This form](#) is mandatory and an important part of the recruitment process. Please ensure that all sections are completed.

### willo video interview

There is no supporting statement required. Please answer the following three questions via [Willo video](#) (one minute per answer):

1. Share three principles that guide your leadership approach to delivering sustained organisational and cultural change?
2. How have you created an organisational culture built on aspiration/ambition for the customer?
3. In making your application, what excites you about the opportunity and what do you feel will be your greatest challenge post appointment?

#### Willo Support

If you encounter any issues while completing your video interview, please email Willo Support who will be able to help: [support@willotalent.com](mailto:support@willotalent.com)

### send it all to us before the deadline

Answer the video questions and send your CV, [Equal Opportunities Monitoring Form](#) and [Candidate Declaration Form](#) with the role in the subject bar, to:

[recruitment@distinctivepeople.co.uk](mailto:recruitment@distinctivepeople.co.uk) by 11.59pm on Thursday, 15 August 2024.

5.

welcome to  
believe housing

Firstly, thank you for your interest and welcome to believe housing.

Our vision is ‘we believe in life without barriers’; and our core purpose is to ‘improve customers’ lives by providing healthy and affordable homes, enhancing our communities’. These are central to all that we do and drive the business forward.

Achievement is underpinned by our culture, where personal values align with what we stand for, and we look for innovative solutions to continually improve our customer and colleague experience.

Our approach has been recognised with strong support from our colleagues and a very recent 3 Star ‘world class to work for’ accreditation by Best Companies: a brilliant accolade recognising genuine engagement across our organisation.

It has been, and continues to be, a challenging period for the sector, for our customers and our colleagues. But our achievements have helped to alleviate pressures through direct support services, making homes more affordable through our retrofit programme and the delivery of much needed new homes. But we know this is not enough, and we cannot stand still while everything changes around us. We pride ourselves on finding opportunities from the challenges we face. I truly believe that our collective approach will not only see us through the immediate issues, but we will emerge as a stronger organisation having further strengthened our culture.

I have been part of the Executive Management Team at believe housing and its predecessor since their inception, playing a key role in growing the business. As Chief Executive for just over a year, I’ve invested time meeting face-to-face with every area of business to see first-hand some of the work we are delivering every day and to better understand the challenges and issues colleagues face daily. This has given me great insight to help reshape and grow our Executive Management Team, enabling us to continually adapt and develop, with a strong voice within our sector.

This is a new role drawing together the fundamental elements of change and transformation. The ongoing development of our culture, how we help colleagues to grow, and support the whole organisation to transform, improve and innovate within the backdrop of an ever-changing digital landscape, is pivotal to this role. We will be looking to the successful individual to help shape the role over the coming months to enable delivery of the organisation’s evolving aims and ambitions to position us to best achieve success.

So, if you like our vision and you feel that you and our organisation are aligned around culture, values and making a difference then you should continue to explore this opportunity.

You can find out more by watching [my personal video message](#), reading through this recruitment pack, and by speaking with Mark Glinwood, Partner at our retained recruitment consultants Distinctive People on 07944 411 484.

I look forward to hearing more about what you can offer us and wish you the very best.



**Alan Smith**  
Chief Executive  
believe housing



7.

# about believe housing

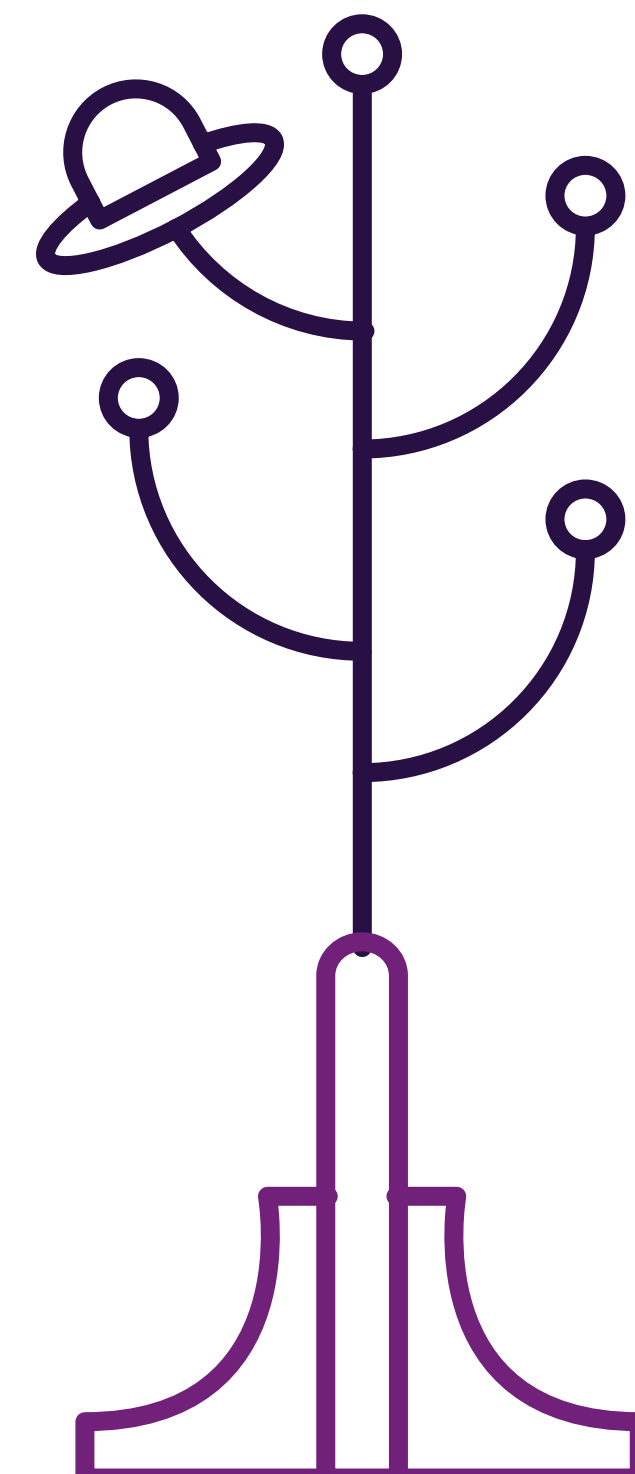
believe housing is one of the North East's largest social housing providers, with a diverse portfolio of business activity.

With a turnover of £74m, around 640 employees contribute to the management of more than 18,000 homes.

We have 22,000 customers who live in rural and coastal towns and cities across County Durham, and its peripheral areas.

In the last five years we have invested £92.8m improving homes; £1.4m in communities; £11.4m in home energy improvements; recovered £6.5m of unclaimed benefits; and built more than 500 new homes.

There is a strong commitment to placemaking and believe housing plays an active role across its neighbourhoods with support and services that assist people to manage money, find work, start up businesses and to stay healthy and well.





## our core purpose and values

### we believe in life without barriers

This year, we have introduced a core purpose statement to clearly set out why we exist as an organisation:

**We improve our customers' lives by providing healthy and affordable homes, enhancing our communities.**

At believe housing our core values are simple.

We all agree to, **do the right thing:**

- for our colleagues
- for our customers
- for our business.

You can find out more about our story [here](#).

Our culture is extremely important to us. In recognition of this, we've recently worked with colleagues from across the business to create a new set of behaviours that will help us build on our already great culture.



Our colleagues love working here and we were thrilled to find out last month that we had achieved the 3 Star ‘world class to work for’ accreditation by workplace engagement organisation Best Companies.

It is this sense of belonging that drives our people on to achieve more, and has led to recent colleague awards in the field of compliance and finalist positions for many of our apprentices and future leaders.

We all ‘work the believe way’, which means we have broken the traditional office mould through technology and our ethos, giving our colleagues the flexibility and empowerment to deliver the best possible service to our customers and each other.

In recognition of our commitment to create thriving places, we were shortlisted for the Community Impact Award at the 2024 BUSINESSiQ Awards and in value, collaboration, and people categories at the Constructing Excellence in the North East Awards.

At the Northern Housing Awards, we were shortlisted for Team and Wellbeing Initiative of the Year.

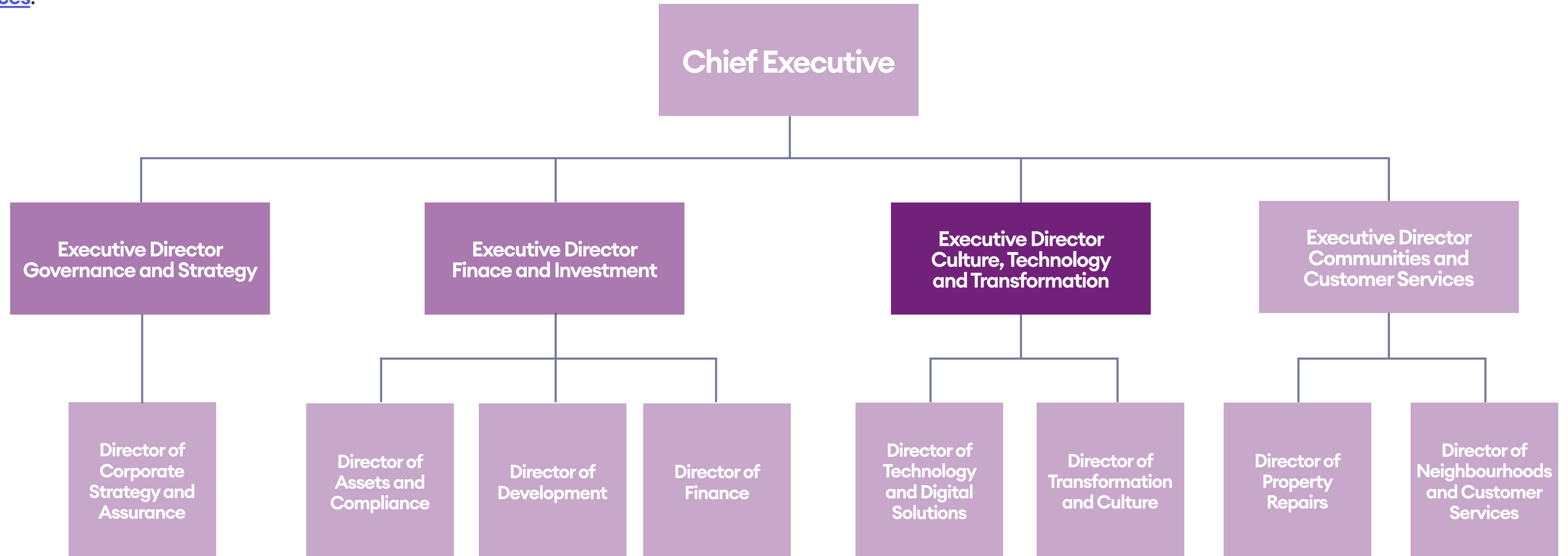
Our latest culture audit using the Barrett Model scored us at 84 – significantly above the sector benchmark of 55. This score reflects the positive working between teams across believe housing and a constant focus on doing the right thing.



# regulation, governance and leadership

believe housing is registered with and co-regulated by the Regulator of Social Housing. In September 2023 the regulator reaffirmed our compliant rating for governance (G1) and viability (V2). You can read our corporate plan [here](#). believe housing is signed up to the 2020 National Housing Federation Code of Governance.

Visit our website to find out more about our [Board](#), [Executive Management Team](#) and [Customer Voices](#).



## some of our key stats

We have supported **148** people to access secure employment in the last year.

We have awarded **£268,397.92** through our community investment programme.

We have secured placements for **eight customers** through our New Start programme.

Our community funding programme supported **139** projects.

Our Money Matters Team worked with **3,119 customers** in the last year.

Customer satisfaction with our services is **81%**.

Our dedicated teams have helped customers maximise their income, in total making them more than **£1.6m** better off.

Our culture audit score is **84** (out of 100).

We have also attained a **3 star, world class to work for** accreditation from our **Best Companies 2024** submission.

**208** new homes completions by the end of **2023**.

13.

**role**  
**profile**

**Executive Director of Culture, Technology and Transformation**

**Reports to:**  
Chief Executive

**Responsible for:**  
Director of Culture and Transformation  
Director of Technology and Digital Solutions

## ROLE PURPOSE AND SCOPE

An integral member of the Executive Management Team holding collective accountability for the strategic leadership of the organisation. On behalf of the Board, and in conjunction with the Chief Executive and Co Executive Directors, develop and deliver the corporate plan. To protect the organisation against extensional risk and ensure prudent long-term management of services and the style of their delivery while creating a culture that enables fantastic customer service outcomes to be achieved.

- To shape the vision and promote organisational values through visible leadership.
- To plan, position, shape and direct activity that enables the achievement of corporate goals two - five years out.
- Primary corporate plan contribution areas:
  - Create an employee offer that attracts the best people.
  - Create the simplest processes and ways of working.
- To determine, execute and monitor investment decisions against clearly defined return on investment measures.
- To performance manage and provide line management leadership to functional activities centred on:
  - Culture
  - Organisation development
  - Innovation and transformation
  - Colleague engagement
  - Communications, brand and marketing
  - Technology and data.
- To promote the organisation and create strong external partnerships that leverage in resource, share risk, and enhance reputation.
- To raise the organisation's profile regionally and nationally both within and beyond the housing sector to support growth and sustainability.

## KEY RESPONSIBILITIES

### Strategic input

- To manage priority risks and ensure mitigations are diligently applied.
- To lead activity to secure resources to deliver long-term plans.
- To initiate and take accountability for the long-term redesign of the organisation's service offer through targeted and integrated transformation plans.
- To lobby, influence, and shape communications on behalf of the organisation on social and housing policy at both a local and national level.
- To establish business cycle priorities and ensure enough resource is aligned to achieve declared outcomes.
- To actively shape organisational culture and act as a guardian for cultural fit with customer need.
- To corporately manage performance and report to the Board on strategic progress recommending adaption and change where appropriate.

### Leadership

- To provide effective leadership and support to Directors - role modelling a leadership style with vision and drive that inspires and motivates.
- To promote and support agile and digital working practices across the organisation to support business growth, value for money and encourage innovation in all aspects of customer services.
- To lead on change management and create a culture of continuous improvement within the organisation based on a customer centric one team philosophy.

### Compliance and control

- To sign off all statutory undertakings as appropriate.
- To be accountable for ensuring audit improvement plans are completed, extensional risk is mitigated and high-level regulatory control corporately managed.

### Delivery and impact

- To achieve joined up working through integrated strategies focussed on long-term goals.
- To facilitate, and be accountable for, infrastructure growth that supports the organisation in a planned and structured way holding overseeing accountability for:
  - People centred policy design
  - Technology strategy and investment
  - Job/structural design
  - Innovation and transformation
  - believe housing's tone of voice.
- To maximise assets and drive investment in a way that facilitates short-term need and realises long-term goals.
- To align the organisation development plan in collaboration with Co Executive Directors and functional delivery leads in a way that is focussed to 'life without barriers'.

### Performance management

- Provide support and development to teams within line management control to ensure that they are structured and resourced to deliver corporate aims.
- Develop a strong performance culture and commitment to customer experience and satisfaction.
- Monitor performance and ensure the delivery of high-quality services.
- Respond to customer feedback, utilising it to influence strategy and delivery plans.

### External relationships

- Engage and embrace colleague forums where executive leadership is required to project confidence.
- Maintain and develop effective professional networks that will add value to the organisation's work and ensure that it is viewed as an influential and reliable partner.
- Work with external partners to meet the organisation's long-term aspirations (for example, regulators, local authorities and the National Housing Federation).
- Develop long-term relationships with policy makers and industry leaders to influence sector debate and thinking on strategic issues.

**No leadership role profile can be entirely comprehensive. The post holder will be required to undertake additional duties from time to time, in line with the above responsibilities, as required by the Board.**

15.

**person**  
**specification**

Executive Director of Culture, Technology and Transformation

### QUALIFICATIONS

- Appropriate professional qualification.

For example in:

- Organisational change and transformation
- Organisational psychology
- Transformational projects.



### EXPERIENCE:

- A demonstratable skill set to enable effective leadership of multi-functional activity at a strategic level in a complex and dispersed organisation undergoing transformation.
- A strong track record of leading, engaging, and motivating colleagues through transformational periods of change.
- Evidence of working progressively with external bodies and organisations.
- Experience of reporting to Boards.
- Proven track record of delivering customer-focussed services.

### SKILLS/KNOWLEDGE

- In depth knowledge of regulation, and company law.
- Able to balance strategic thinking with an eye for detail.
- Strong communication and interpersonal skills evidence with stakeholders at a multiple of levels.
- External focus, with the proven ability to build networks, and work in partnership with relevant partners/stakeholders.
- Expertise and practical experience of risk and performance management.
- Comprehensive understanding of transformation interventions and how they benefit end use customers.
- A clear understanding of the social and political environment within which the organisation operates and an empathy with community based issues.



17.

# salary and benefits

## Salary and benefits:

Salary £135,625	Car allowance £8,767	LGPS membership (27.1% employer contribution)	31 to 33 days holiday (plus bank holidays)
Family friendly policies	Working the believe way	Annual health check	Four paid volunteering days

19.

# key dates and selection process

# key dates and selection process

## deadline

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**11.59pm Thursday,  
15 August 2024**

We will be in touch to let you know the outcome of your application by Friday, 16 August (pm).

## first interviews

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**Wednesday,  
28 August 2024**

Candidates will be interviewed by the Chief Executive of believe housing and a consultant from Distinctive People.

These will be an online interview and you should allow up to 40 minutes for this stage of the process.

## final interviews

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**Thursday,  
5 September 2024**

The final assessment will be on-site at believe housing's offices and involve a number of stakeholder engagement activities, which will include an interview with a panel made up of the Board.

Successful candidates should allow a whole day for this stage of the process.

21.

media  
advert

# believe housing

## executive director of culture, technology and transformation

Salary £135,625 plus car allowance (£8,767)  
Based in North East England (hybrid)

### We believe in life without barriers.

Our vision guides all we do - and all we do is geared to delivering great services. As a Best Companies 3 star 'world class company to work for,' our investment in talent is for the long-term and as part of that investment believe housing has established a new and exciting role to strengthen our Executive Management Team.

Reporting direct to the Chief Executive this new position will work hand in glove with leadership colleagues to transform services through a people and technology led approach. Your track record in orchestrating change will have been people and technology led and likely to have been gained in a service driven environment. A hallmark of your achievements will have been moving culture from process-based working to risk-based decision making driven by customer need. Your ability to drive change in a complex and scalable environment will be achieved through your outstanding relationship management skills, a shrewd insight into organisational psychology and an ability to strategically build culture and integrate technology to deliver great customer outcomes in a different way.

This is a role that has everything!

For a confidential discussion with our retained executive recruitment partners, Distinctive People, contact their Lead Partner Mark Glinwood on 07944 411 484.

Closing date for applications is **11.59pm Thursday, 15 August 2024.**



Call: **0300 1311 999**

Email: **hello@believehousing.co.uk**

Visit: **www.believehousing.co.uk**

Coast House, Spectrum 4,  
Spectrum Business Park, Seaham, SR7 7TT



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**@believehousing**



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